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**A STUDY OF EMPLOYMENT OPPORTUNITIES FOR PERSONS WITH  
DISABILITIES IN THE PUBLIC SECTOR IN KEDAH**



**By**

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Othman Yeop Abdullah Graduate School of Business,  
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in Partial Fulfilment of the Requirement for the  
Master of Sciences (Management)**



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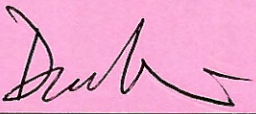
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## ABSTRACT

Employment is one of the essential necessities in the life of each person, including persons with disabilities (PWD). However, their desires to actively participate in the job market, to become economically self-reliant and contribute to national economic development, are stunted by the many obstacles they face. Generally, PWD all over the world are at high risk of unemployment. Therefore, this study was conducted to identify the factors that influence employment opportunities for PWD in the public sector in Kedah. Three factors are identified in relation to lack of recruitment of PWD in the public sector, which are physical facilities, social environment and organizational policies. The population for this study is all government agencies in Kedah, comprising all levels of employees, i.e., support, professional and management and top management groups. A random sampling method was chosen to conduct this study. The data were analysed using Statistic Package for the Social Science (SPSS) software. The findings from regression analysis show only two variables, physical facilities and social environment have significant relationship towards employment opportunities of the PWD. Several recommendations and suggestions are put forth to prevent discrimination against PWD or their being neglected during the employment process. The Government should be more aggressive in hiring PWD in the public sector, in order to fulfil the One Percent Employment Policy in the Public Sector established in 1988. Statistics currently show the achievement of this policy is still lagging far behind. In addition, the Government also should play an important role in the governance of the acts and policies regarding the employability of PWD in both private and public sectors. Further, moral support and positive attitude from all levels of society are crucial for enhancing the self-esteem of PWD.

**Keyword:** Persons with Disabilities (PWD), Disability Employment, Accessibility

## ABSTRAK

Pekerjaan adalah satu keperluan penting dalam kehidupan setiap orang termasuk golongan Orang Kurang Upaya (OKU). Waiiau bagaimanapun, keinginan mereka untuk mengambil bahagian secara aktif dalam pasaran kerja dan menjadi berdikari dari segi ekonomi serta menyumbang ke arah pembangunan ekonomi negara terbantut oleh banyak halangan yang mereka hadapi. Umumnya, OKU di seluruh dunia berisiko tinggi terhadap pengangguran. Oleh itu, kajian ini dijalankan untuk mengenalpasti faktor-faktor yang mempengaruhi peluang pekerjaan bagi OKU dalam sektor awam di Kedah. Terdapat tiga faktor yang telah dikenalpasti dalam isu kekurangan pengambilan OKU dalam sektor awam iaitu kemudahan fizikal, persekitaran sosial, dan dasar organisasi. Populasi untuk kajian ini disasarkan kepada semua agensi kerajaan di sekitar Kedah. Sampel diambil dari semua peringkat kedudukan yang terdiri daripada kumpulan sokongan, pengurusan & profesional dan pengurusan tertinggi. Kaedah pensampelan rawak telah dipilih dalam menjalankan kajian ini. Data telah dianalisis dengan menggunakan perisian *Statistic Package for the Social Science* (SPSS). Hasil analisa regresi menunjukkan hanya dua pembolehubah iaitu kemudahan fizikal dan persekitaran sosial mempunyai hubungan yang signifikan terhadap peluang pekerjaan bagi OKU. Beberapa cadangan boleh disarankan untuk mencegah diskriminasi terhadap OKU semasa proses mendapatkan pekerjaan. Kerajaan harus agresif dalam menggaji OKU dalam organisasi mereka untuk memenuhi Dasar Satu Peratus Penempatan Pekerjaan dalam sektor awam yang dimulakan pada 1988 dan statistik terkini menunjukkan masih jauh ketinggalan. Di samping itu, kerajaan juga perlu memainkan peranan penting dalam mentadbir tindakan dan dasar berkaitan dengan pekerjaan OKU untuk sektor swasta atau awam. Oleh itu, sokongan moral dan sikap positif dari semua lapisan masyarakat juga merupakan bahagian penting untuk meningkatkan harga diri orang kurang upaya.

**Kata kunci:** Orang Kurang Upaya, Pekerjaan Kurang Upaya, Kebolehcapaian

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## LIST OF ABBREVIATIONS

ADA	Americans with Disabilities Act
ADHD	Attention Deficit Hyperactivity Disorder
CRPD	Convention on the Rights of Persons with Disabilities
DoSM	Department of Statistics Malaysia
DoSW	Department of Social Welfare
DV	Dependent variable
EEO	Equal Employment Opportunity
GDP	Gross Domestic Product
IT	Information Technology
IV	Independent variable
MOE	Ministry of Education
MS	Malaysia Standard
MWFCD	Ministry of Women, Family and Community Development
NGO	Non-governmental Organization
NVDA	Non-visual Desktop Access
OKU	<i>Orang Kurang Upaya</i>
PLPP	<i>Pusat Latihan Perindustrian dan Pemulihan</i>
PWD	Persons with Disabilities
SID	The Society of Interpreters for the Deaf
SPSS	Statistics Program for Social Sciences



UCLA	University of California
UN	United Nations
US	United States
UUM	<i>Universiti Utara Malaysia</i>
WHO	World Health Organization



## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction to the Study

Persons with disabilities (PWD) exist at every level of society, regardless of age or background. They also require the basic necessities just like other normal humans. Over a billion people in this world live with disabilities, about 200 million of whom have significant labour difficulties (WHO, 2011). Disability will be a much more important concern in the years to come, because its prevalence is increasing. This is because of the aging population, the higher risk of inabilities in older individuals and worldwide increment in chronic illness, for example, cancer, diabetes, cardiovascular disease and psychological wellness. PWD accounts for 15 percent of the world's total population, 80 percent of which are disabled in developing countries (United Nations, 2016a).

Figure 1.1 shows the population in Malaysia has been increasing from 2008 to 2017.

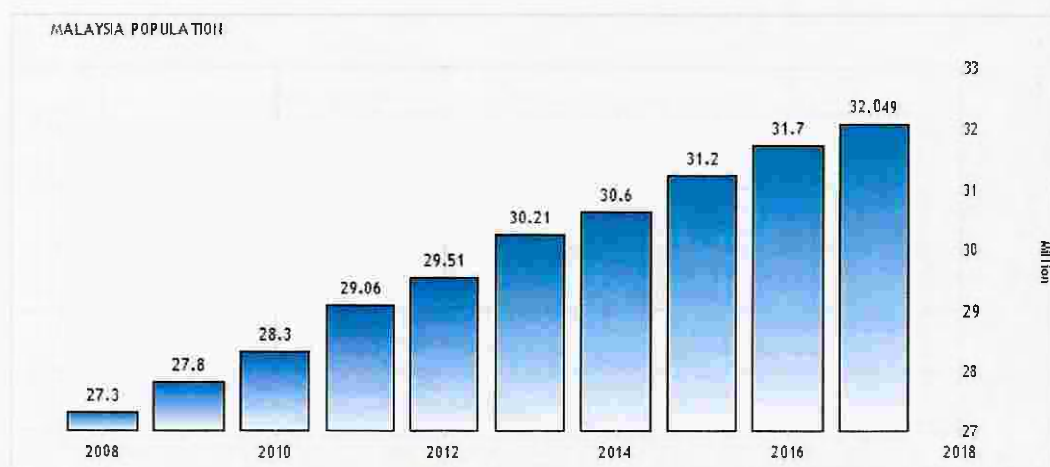


Figure 1.1  
*Malaysian Population, 2008-2017*  
Source: Trading Economics (2018)

For the second quarter of 2018, total Malaysian population is 32.4 million individuals (Department of Statistics Malaysia, 2018). Hence, following the United Nations' projected PWD of 15 percent of the population, the number of PWD in Malaysia should be around 4,860,000 persons. The official number of registered PWD in Malaysia since 2014, as shown in Table 1.1:

Table 1.1  
*Registered PWD in Malaysia*

State	Year				
	2014	2015	2016	2017	2018
Johor	40,786	45,953	50,312	54,310	55,586
Kedah	29,111	32,983	36,435	40,057	41,080
Kelantan	22,400	25,947	29,264	32,403	33,207
Melaka	16,678	18,391	20,059	21,882	22,392
Negeri Sembilan	15,532	17,273	19,171	20,979	21,488
Pahang	19,260	21,946	24,350	26,823	27,420
Perak	29,589	33,020	36,099	39,415	40,482
Perlis	3,666	4,404	5,002	5,673	5,854
Penang	18,899	22,094	24,775	27,306	27,903
Sabah	19,011	22,806	25,593	28,683	29,570
Sarawak	21,811	25,037	28,159	31,002	31,765
Selangor	47,173	55,594	63,514	71,399	73,287
Terengganu	15,750	18,281	20,467	22,633	23,348
Federal Territory Of Kuala Lumpur	17,541	20,911	24,913	29,372	30,416
Federal Territory Of Labuan	971	1,037	1,156	1,321	1,364
<b>Total</b>	<b>318,178</b>	<b>365,677</b>	<b>409,269</b>	<b>453,258</b>	<b>465,162</b>

Source: Ministry of Human Resources (2018)



Based on the above statistics, the total number of PWD is obviously much lower than the projection made. The Ministry of Women, Family and Community Development (MWFCDD) believed that approximately 4.2 million PWD out there who have still not registered (Astro Awani, 2015). There is the possibility that PWD do not know about registration since the registration is only on a voluntary basis and not compulsory (Mat Noor & Kuan, 2015). Even though PWD are always referred to as a minority group, the 4.2 million is a huge number to be taken care of and need special attention from all levels of the society in Malaysia in order for them to live a normal life and carry out their duties.

## **1.2 Problem Statement**

Employment is important for the well-being of an individual. Work often enhance a the moral integrity of a person (Waddel & Burton, 2006). It also gives the person self - confidence, particularly in relationships with others. An employee can improve and develop his or her abilities and learn moral values, such as teamwork and cooperation (National Institute of Agricultural Extension Management, 2006). Thus, employment opportunities for PWD is one of the important problems that should be highlighted. For PWD to continue their life independently, they need to be employed or have a job so that they can earn some money just like other people. PWD has equal rights to access job opportunities and enter the labour force, and thereby, contribute towards the country's economic development.

In terms of public sector employment, the One Percent Employment Opportunities Policy for PWD was launched in 1988 and has been amended twice in 2008 and 2010 to improve implementation (Berita Harian, 2015). This policy is implemented in line with the Government's efforts to further enhance human capital capability

among Malaysians, especially for disabled people and to realize the desire to make Malaysians a caring community. The one per cent policy stipulates that each agency must ensure that the employment of the disabled is at least one percent of the total number of employees in the agency. The one percent policy stipulates that each agency must facilitate that the employment of the PWD is at least one percent of the total number of employees in the agency. This policy is extended to include permanent, temporary, contractual or any appointment method in force (Public Service Department, 2017).

As of 2017, the total number of civil servants in Malaysia is more than 1.6 million (Shahrul Annuar, 2017) however the total number of PWD is only 3,782 persons (Ministry of Human Resources, 2018). This statistic shows a huge gap between the policy approved by the government and reality, a far cry from the one percent job places for PWD as mentioned under the One Percent Employment Policy. In 2017, only two ministries had achieved the target of the one percent quota, i.e., the MWFC (1.75 percent) and Ministry of Rural and Regional Development (1.87 percent) (Ministry of Human Resources, 2018). The latest statistics of 2018 shows the percentage of PWD working in the public sector has decreased to 0.29 percent (Ministry of Human Resources, 2018).

Globally, PWD has poorer health outcomes, lower education achievements, less economic participation and higher rates of poverty than persons without disabilities (WHO, 2011). This is partly because PWD experience barriers in accessing services that a significant number of persons without disabilities have long underestimated, including health, training, work, and transport as well as information.

Factors identified as hampering PWD in Malaysia to attain employment are various and may take shape both in terms of physical challenges or social challenges. Physical challenges are referring to difficulties in accessing various facilities. Study from Ramakrishnan (2007) showed that the poor access to buildings, lack of ergonomics facilities and public transport is one of the reasons stopping PWD from attaining employment. The greatest problem is the lack of accessible transportation, especially from home to the workplace. PWD also suffer from social challenges due to the way society view the disabled. Lee, Abdullah and Mey (2011) identified employers' negative perceptions and treatment, employers' lack of confidence regarding their ability to perform and compete in the job market. The policy is the central point of the challenges faced by PWD in both physically and socially. This is because the policy can help in overcoming some problems that arise and can prevent the same occurrence of repeats. For instance, Malaysian Government has announced a few policies related with PWD such as National Policy for PWD which derived from National Social Policy. The policy is applying the concept of equality, PWD are expected to participate absolutely within the society once the policy has gazetted with the key areas of accessibility, employment, human resource development, rehabilitation, and support services (Abdul Wahab & Ayub, 2016).

Based on the above scenario, to increase the employment of disabled in the public sector, the policymaker in this case, the Malaysian Government should be more aggressive in reviewing all the written procedures as it will be an example to the private sector to create more job opportunities for PWD in their workplace. No enforcement of the act can take place if the policymaker itself fails to do what is supposed to be done; this has a huge negative impact on the potential of employment for PWD that could contribute to human capital and economic development.

### **1.3 Research Objectives**

The main purpose of this research is to improve understanding on organizational readiness towards employment opportunities of PWD in the public sector. Specifically, the research objectives are:

1. To determine the relationship between physical facilities and employment opportunities of PWD.
2. To determine the relationship between the social environment and employment opportunities of PWD.
3. To determine the relationship between organizational policies and employment opportunities of PWD.

### **1.4 Research Questions**

From the problem statement, the research is carried out with the aim to answer three following research questions:

1. What is the relationship between physical facilities and employment opportunities of PWD?
2. What is the relationship between social environment and employment opportunities of PWD?
3. What is the relationship between organization policies and employment opportunities of PWD?

### **1.5 Research Scope and Limitation**

The focused in this research is on factors influencing employment opportunities for PWD in the public sector. The scopes of this research are the employees in government offices and agencies based in Kedah including statutory bodies, federal government and state government. The employees have randomly selected regardless

their position, years of service or the personal experience towards PWD. The limitation of this research is respondents answering the questionnaire based on their perception since number of respondents who having experienced towards PWD is low. Besides, researcher having difficulties to get the full commitment in answering the questionnaire from the respondents.

### **1.6 The Significance of the Study**

Most of the previous studies have investigated factors employment for PWD in the private sector, while in this study researcher only focused on the public sector. The findings from this research is not only can help employers who are willing to offer a job to any unemployed PWD but also provide essential information for family members, relatives or next of kin of young PWD to learn and know how to support themselves in order to enter the labour force in the near future. The support could prepare young PWD mentally and emotionally with encourage them towards becoming more independent and have higher self-esteem.

In the academic field, specific research on PWD is less compared to other fields or areas in the context of Malaysia. The findings from this research might be useful to future researchers or any students who want to find out more about PWD. The findings could be published in local media or newspapers to increase the awareness among Malaysians about difficulties and challenges faced by PWD. The more people understand about PWD, the more they will learn how to accept PWD as a part of society and eliminate the stigma attached to PWD.

### **1.7 Definition of Key Terms**

The study involves several definitions and concepts. This section describes the definition of the main variables discussed in this study.



**Employment opportunities for PWD:** Employment opportunities for PWD means PWD should prohibit discrimination and get the equal chances in attaining a job (ADA, 1990).

**Public sector:** A public sector is disseminated into three levels of government, specifically Federal Government, State Government and Local Government. This includes of ministries, departments and public enterprises, city council, municipal council and district council. Additionally, there are Statutory Bodies which are incorporated under respective acts (Ilias & Zainudin, 2013).

**Physical facilities:** In this study, physical facilities follows the theory of universal design refers to the design of the environment, workplace, and facilities so that all people in society can equally obtain benefits (Abdul Rahim & Abd Samad, 2010).

**Social environment of employees with disabilities:** The human social environment is referring to physical surroundings, social connections and cultural setting within a group of people live in (Barnett & Casper, 2001).

**Organizational policies on disability:** Organizational policies refer to organizational stand on disability, especially in offering jobs and taking responsibility for including special needs in any standard operating procedure in the organization (Ramakrishnan, 2007).

## **1.8 Outline of the Study**

This study comprises of five chapters as follows:

**Chapter 1** contains background of the research, problem statement, research questions, research objectives, research significance, scope and limitation, definitions of terms, and organization of the remaining chapters.

**Chapter 2** is consist literature review and previous studies on PWD. The review presented in this chapter includes a discussion of employment opportunities. This chapter discusses research done by the previous scholars particularly on the factors that determinants employment for PWD.

**Chapter 3** shows the independent variables are present the research framework and hypotheses. This chapter also describes the methodology used in this study, which includes research design, population, sampling, data collection, variables measurement and the pilot test.

**Chapter 4** is devoted to the study findings based on the researcher questionnaires that have been distributed. Profiles of respondents, analyze reliability of the variables, answering research questions and testing of the hypotheses. At the end of this chapter, a conclusion of the results is presented.

**Chapter 5** is a summary of the findings of the study followed by a discussion. The limitations of this study are also discussed. It then went on to recommend areas for future research and conclusions.

## CHAPTER2

### LITERATURE REVIEW

#### 2.1 Introduction

Disability is part of the condition of the person. Almost every person at some point in life will be briefly or permanently impaired, and those who live to tell the story will face various functional challenges (WHO, 2011). When we talk about disability, we may not realize that if we attain longevity, we will experience disabilities, like loss of memory and becoming more dependent.

Age is related to one to two percent decline in functional ability per year and includes changes in composition, reduction in blood volume, kidney function and many more (Tidy, 2016). Most people are born without disability; but can experience temporary or permanent disability due to some illnesses, like high fever, road accidents, workplace accidents, and so on. In other words, disability can occur throughout a person's life or from birth (Saad, 2013).

PWD have existed for hundreds of years in the world and attitude towards PWD has been mixed. Over the years, perception of disability has changed significantly from one community to another. During the medieval period, PWD were mainly cared for by monks and nuns who gave them shelter as a part of their religious duty (Jarrett, 2012).

Before 1980, in many areas in China, disability was often related to punishment for past sins (Liu, 2001). The same goes for the Malay society, where there are several taboos. One of these taboos is *kenan*, which is firmly associated with pregnant ladies (Ramli & Marinsah, 2014). This situation also happens with some communities in

Kenya and Zimbabwe, where disability is a curse befalling the whole family, and hence, their rejection by the family or the community (Munyi, 2012). This is why most PWD live and work within their communities, supported by family and friends (Jarrett, 2012).

After the Second World War, responses to disability have changed. The 1944 Disability Employment Act was implemented in England to re-establish the confidence, everyday living aptitude, wellness and mobility of disabled servicemen and ladies which was extended to the rest of the disabled population (McIvor, 2013). The Act also promised reserved occupations, sheltered employment and employment quotas for PWD.

In the 1960s and 1970s, the movement of civil rights in America inspired a group of PWD to take immediate action against weak access, discrimination and injustice (Jarrett, 2012). The movement has spread around the world and continues to defend the rights of PWD to the present day.

## 2.2      **Definition of Disability**

A discussion of various definitions of the terms "disability" and "disabled person" is provided as in :

Table 2.1  
*Definition of PWD or Disability*

No	Organization/Act	Definition
1	American with Disabilities Act (ADA)	“a person who has a physical or mental impairment that substantially limits one or more major life activities, a record of such an impairment, or is regarded as having such an impairment”

Table 2.1 (Continued)

No	Organization/Act	Definition
2	World Health Organization (WHO)	“Disabilities is an umbrella term, covering impairments, activity limitations, and participation restrictions. An impairment is a problem in body function or structure; an activity limitation is a difficulty encountered by an individual in executing a task or action; while a participation restriction is a problem experienced by an individual in involvement in life situations“.
3	United Nations	<p>“PWD include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others” (Article 1, paragraph 2 United Nations Convention on the Rights of Persons with Disabilities).</p> <p>“Broadly speaking, disability inclusion refers to promoting and ensuring the participation of people with disabilities in education, training and employment and all aspects of society and providing the necessary support and reasonable accommodation so that they can fully participate” (Disability Inclusion Strategy and Action Plan 2014-17 p.1).</p>
4	Malaysia: Persons with Disabilities Act 2008	“Those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society”.

Source: Ramakrishnan (2007) and WHO (2011)

Overall, these definitions provide a clearer picture of disability for the decision-makers and all stakeholders interested in this issue. The definitions have the potential to open or close doors of opportunities, such as for education or employment, because decision-makers may use these definitions as a benchmark in the process of deliberating on the status of PWD.



## 2.3 Disabilities in Malaysia

### 2.3.1 Terminology

In Malaysian history, many terms have been used alternately by the community to refer to PWD, such as *orang cacat* (handicapped), *orang kurang bernasib baik* (less fortunate persons), *orang istimewa* (special people) and *orang berkeperluan khas* (people with special needs). However, the most often used is *Orang Kurang Upaya* (persons with disabilities) with the acronym “OKU” (Wan Abdullah, 2013). In 2009, a new terminology of OKU was used, i.e., *Orang Kelainan Upaya* (people with different abilities) in the mainstream media, such as television and by the Ministry of Youth and Sports (Utusan Online, 2009).

The terminology was introduced by the former Vice-Chancellor of *Universiti Sains Malaysia*, Professor Tan Sri Datuk Dzulkifli Abdul Razak, to give a different perception of and views on PWD, who faced many difficulties and obstacles. Many of them still could excel in their field; thus, this terminology can help lift them to a higher level (Abdullah M. , 2012).

Since then, the use of the term, *orang kelainan upaya* has often been applied, but it raises questions among the public as to whether or not it is an official term. In 2014, the MWFC, through a letter dated 2 April 2014 as shown in Appendix A, stressed that the official term to refer to PWD is *orang kurang upaya* based on Section 2 in the Persons with Disabilities Act 2008 (Ministry of Health, 2014). This term was agreed to by PWD and the non-governmental organizations (NGO) representing the interests of the disabled people during dialogue sessions with the Minister in 2011.

### 2.3.2 Type of Disabilities

There are seven groups or categories of disability based on their impairment in Malaysia. Table 2.2 provides detailed explanation on each category:

Table 2.2  
*Classification of Disabilities*

No	Category	Explanation
1	Physical	“Physical Disability means permanent disability of part of the body, whether caused by the loss or absence or inability of any part of the body that can affect their full function in basic activities. Basic activity is defined as self-care, mobility and changing the position of the body. This condition can occur as a result of injury (trauma) or disease in any of the central nervous, cardiovascular, respiratory, haematology, immunology, urology, Hepatobiliary, musculoskeletal, gynaecological, and other systems that causes malfunction.”
2	Hearing	“Hearing Disability means inability to hear clearly in both ears without the use of hearing aids or inability to hear completely even with the use of hearing aids.”
3	Sight	“Visually Disabled mean blind in both eyes or blindness in one eye or limited vision in both eyes or other permanent vision problems.”
4	Speech	“Speech Disability means inability to speak resulting in communication disorders and they cannot be understood by those who interact with them. This condition is permanent or will not heal. For children, this condition must be based on an evaluation made at the age of five years and above. If there are any doubts on their condition, Otorhinolaryngology Experts should be consulted.”
5	Learning Problems	“Learning problem means the level of intelligence that is not consistent with the biological age. Those who fall into this category are those with Late Global Development, Down Syndrome and intellectual disabilities. This category also includes conditions that affect the ability of individuals, such as autism (autistic spectrum disorder), Attention Deficit Hyperactivity Disorder (ADHD) and specific learning difficulties (dyslexia, dyscalculia and dysgraphia).”

Table 2.2 (Continued)

No	Category	Explanation
6	Mental	“Mental Disability refers to a state of severe mental illness which causes a person to be incapable of work, whether in part or in full in respect of himself/herself or relationships in the community. Among the types of mental illnesses are serious and chronic Organic Mental Disorder, Schizophrenia, Paranoid, Mood Disorder (depression, bipolar) and such other Psychotic Disorder, Schizoaffective Disorder and Persistent Delusional Disorder.”
7	Multiple Disabilities	“Multiple Disabilities refer to more than one type of disability, and is generally not appropriate to be classified in category 1-6.”

Source: Department of Social Welfare (DoSW), 2017

Currently, the total number of registered PWD until March 2018 is 465,162 persons. The highest number of PWD in Malaysia is having physical disability with 164,248 persons followed by learning problems in second place. The least number among the seven types of disabilities is speech with 2,424 persons. Details number of PWD according to type of disabilities in Malaysia is as in Table 2.3:

Table 2.3

*Number of registered PWD according to type of disabilities, 2017*

Type of Disabilities	Numbers
Physical	164,248
Learning Problems	161,707
Sight	41,535
Mental	38,570
Hearing	34,913
Multiple Disabilities	21,765
Speech	2,424
<b>Total</b>	<b>465,162</b>

Source: DoSW, 2018

### 2.3.3 Assistance for and Privilege of PWD in Malaysia

The Government of Malaysia is concerned with the quality of life of PWD, and thus provides some financial assistance and privileges to the registered PWD. The Government works with related agencies to urge PWD to come forward to register to receive the necessary assistance. Besides, many companies also followed this step by offering their services with special price. Some PWD are not aware about the existing of these assistance that is why they tend to not registered about their disability. Some of details of assistance to and privileges for PWD are as in Table 2.4:

Table 2.4  
*Assistance and Privileges for PWD in Malaysia*

No	Type of Assistance	Eligibility	Amount	Agencies
1	Incentive Allowance for Disabled Workers ( <i>Elain Pekerja Cacat</i> )	<ul style="list-style-type: none"> <li>Those who are registered with the DoSW;</li> <li>Those who are self-employed or an employee;</li> <li>Those with a monthly income not more than RM1200, excluding family income;</li> <li>16 years old and above;</li> <li>Those who are not a resident in any institution that providers shelter, food and clothing.</li> </ul>	RM400 for each person, monthly.	DoSW
2	Launching Grant	<ul style="list-style-type: none"> <li>Recipients (or family members) who receive monthly assistance;</li> <li>PWD who are currently receiving services from the department;</li> <li>Former trainees of welfare institutions;</li> <li>Cases under supervision or on probation.</li> </ul>	RM2,700 (one-off)	DoSW
3	Free Medical Treatment in Government Hospital and Clinics	<ul style="list-style-type: none"> <li>Citizens of Malaysia, residing in the country;</li> <li>PWD who are registered with DoSW;</li> <li>Admission to 3<sup>rd</sup> class ward in general hospital</li> </ul>	No limit	Ministry of Health

Table 2.4 (Continued)

No	Type of Assistance	Eligibility	Amount	Agencies
4	Tax Relief for Resident Individuals	<ul style="list-style-type: none"> <li>Basic supporting equipment for disabled self, spouse, child or parent</li> <li>Disabled Individual</li> <li>Disabled Wife/Husband</li> <li>Disabled child</li> <li>Additional exemption of RM8,000 for disabled child aged 18 years old and above, not married and pursuing diploma or above qualification in Higher Education Institute that is accredited by related Government authorities</li> </ul>	RM6,000 RM6,000 RM3,500 RM6,000	Inland Revenue Board of Malaysia

Source: Tin (2012) and DoSW (2016)

## 2.4 Employment in Malaysia

The labour force in Malaysia refers to those who are of working age, either employed or jobless. The working age population in Malaysia is between 14-64 years. Following Table 2.5 contains information regarding employment situation in Malaysia from 2015 until July 2018.

Table 2.5

*Employment information of Malaysia, 2015-2018*

Employment	2015	2016	2017	2018
Labour Force ('000)	14,518.00	14,667.80	15,080.00	15,401.00
Employed ('000)	14,067.70	14,163.70	14,578.90	14,882.40
Unemployed ('000)	450.30	504.10	505.10	518.60
Labour Force Participation Rates (LFPR) (%)	67.90	67.70	67.90	68.60
Unemployment Rate(%)	3.10	3.40	3.30	3.40

Source: DoSM (2018)



Until July 2018, the labour force in Malaysia totalled 15.401 million people, which is a slight increase from previous years. Out of that number, 14.882 million are employed and the rest of 518,600 are unemployed. The labour force participation rate is a measure of the extent of a nation's working-age populace that connects effectively in the labour market, either by working or searching for work; it is a sign of the measure of the supply of labour accessible for the creation of goods and services, with respect to the populace at the working age. This rate is increasing year by year.

According to the International Labour Organization, all people not classified as employed or jobless, are not included in the labour force. These include PWD, students (including those going for further studies), housewives, those who have resigned and those not inspired to seek a job. Data for those outside the labour force in July 2018 was 31.4 percent or 7.04 million of the working age population (DoSM, 2018).

In reality, PWD are actually productive labour that can boost the productivity and growth of a nation if given the opportunity to do so. In 2000, Metts (2014) estimated that the total annual loss linked to disability in terms of global GDP ranged between USD1.71 trillion and USD2.23 trillion and data shows the economic cost of excluding PWD from the labour force in Malaysia is 2.63 percent equivalent to USD2.491 million. Clearly, these numbers inform how having a job is very important as a source of individual salary to PWD and collectively towards the overall growth and development of a nation's economy. Therefore, PWD should be given greater opportunities to enter the labour market and be a part of economic development.

One of the examples of a successful entrepreneur with disabilities in Malaysia is Lee Thiam Wah. He is wheelchair-bound and the founder and Managing Director of the 99Speedmart chain. Lee currently has more than 570 stores across the nation, with more than 6,000 workers, a fleet of 100 lorries and six distribution centres (Asia Pacific Entrepreneurship Awards, 2014). This is proof that nothing is impossible and if jobs cannot be found, then one has to go and create them.

## **2.5 Employment Opportunities for PWD in the Public Sector**

Employment opportunities for PWD means PWD should prohibit discrimination and get the equal chances in attaining a job (ADA, 1990) in any levels of government, specifically Federal Government, State Government and Local Government. This includes of ministries, departments and public enterprises, city council, municipal council and district council. Additionally, there are Statutory Bodies which are incorporated under respective acts (Ilias & Zainudin, 2013).

Malaysia signed the Convention on the Rights of Persons with Disabilities (CRPD) on 8 April 2008 and ratified the CRPD on 19 July 2010 as a commitment to ensure disabled people enjoy equal opportunities in all aspects of life, including accessibility, mobility, health, education, employment, recovery and participation in the political, economic and socio-cultural fields (Singh, 2013).

In order to demonstrate the seriousness of the government in providing the best services to the people, Malaysia adopted the Incheon strategy "to Make the Right Real" for the PWD in Asia Pacific in 2012 in line with its efforts to defend the rights and well-being of the PWD. The first goal of the Incheon Strategy is to reduce poverty and increase job prospects for PWD (United Nations, 2012).

In conjunction with the Incheon Strategy, the Government approved a special allocation of RM1 million to upgrade the training and rehabilitation centre or *Pusat Latihan Perindustrian dan Pemulihan* (PLPP) in Bangi to make it a centre of excellence with modern facilities for the disabled. The allocation used to purchase rehabilitation and treatment equipment and machines for physiotherapy purposes and to upgrade the PLPP hydrotherapy centre, so that PWD will be more productive and able to work in spite of their disabilities (MWFC, 2018).

The number of PWD who are working in the public sector in 2017 is only 0.30 percent of the almost 1.3 million government servants. It is very low compared to the one percent quota provided. Details of PWD distribution according to departments in the public sector is as in Table 2.6:

Table 2.6  
*Distribution of PWD in Government Agencies, 2017*

No	Ministry/State Government	Number of Positions	PWD	Percentage (%)
1	Ministry of Women, Family and Community Development	8,162	143	1.75
2	Ministry of Federal Territories	10,695	73	0.68
3	Ministry of Tourism and Culture	4,460	26	0.58
4	Ministry of Rural and Regional Development	2,571	48	1.87
5	Ministry of Communication and Multimedia	6,798	34	0.50
6	Ministry of Defence	12,462	101	0.81
7	Prime Minister's Department	40,744	225	0.55
8	Ministry of Science, Technology and Innovation	4,079	24	0.59
9	Ministry of Transport	11,672	47	0.40
10	Ministry of Human Resources	7,779	43	0.55

Table 2.6 (Continued)

No	Ministry/State Government	Number of Positions	PWD	Percentage (%)
11	Ministry of Domestic Trade, Co-Operatives and Consumerism	4,762	15	0.31
12	Ministry of Works	9,842	48	0.49
13	Ministry of International Trade and Industry	813	8	0.98
14	Ministry of Youth and Sports	3,496	11	0.31
15	Ministry of Agriculture & Agro-Based Industry	20,726	57	0.28
16	Ministry of Natural Resources and Environment	12,371	26	0.21
17	Ministry of Energy, Green Technology and Water	706	2	0.28
18	Ministry of Plantation Industries and Commodities	4,506	15	0.33
19	Ministry of Urban Well-Being, Housing and Local Government	16,751	29	0.17
20	Ministry of Health	259,671	392	0.15
21	Ministry of Finance	19,552	42	0.21
22	Ministry of Home Affairs	42,402	199	0.47
23	Ministry of Foreign Affairs	1,380	2	0.14
24	Ministry of Higher Education	97,601	113	0.12
25	Ministry of Education	527,311	1,477	0.28
26	Johor State Government	15,384	59	0.38
27	Kedah State Government	7,207	28	0.39
28	Kelantan State Government	6,766	15	0.22
29	Melaka State Government	9,859	27	0.27
30	Pahang State Government	10,106	55	0.54
31	Perak State Government	13,682	38	0.28
32	Perlis State Government	1,005	9	0.90



Table 2.6 (Continued)

No	Ministry/State Government	Number of Positions	PWD	Percentage (%)
33	Pulau Pinang State Government	8,156	72	0.88
34	Sabah State Government	21,971	38	0.17
35	Sarawak State Government	21,119	60	0.28
36	Selangor State Government	19,688	101	0.51
37	Terengganu State Government	9,070	55	0.61
38	Negeri Sembilan State Government	5,820	25	0.43
<b>TOTAL</b>		<b>1,281,145</b>	<b>3,782</b>	<b>0.30</b>

Source: Public Service Department, 2018

The statistics of PWD working in the public sector is very disheartening and has yet to meet the allocation. Many PWD are trying to find a job in the public sector as the number of applications increases every year but the number of appointed candidates decreases as in Table 2.7:

Table 2.7

*Statistics on Disabled Candidates from 2011 to 2015*

Year	Application	Called for Interview	Attended Interview	Recruited
2011	4253	736	543	77
2012	4197	489	381	118
2013	9593	787	607	107
2014	7192	826	614	107
2015	7516	803	514	73

Source: Public Service Department (2016)

The National Council for PWD recently urged all government agencies, including the state and local authorities, to speed up the recruitment process in accordance with the one percent policy at their respective agencies (Zahari, 2017). According to the



Persons with Disabilities Act 2008 (Act 685) under Section 3 (1), National Council for PWD was launched by the Minister of Women, Family and Community Development in August 2008. Main function of the Council are overseeing the implementation, co-ordinate, monitor and review any policies related with PWD as stipulated under Section 9 in the same Act.

The 11th Malaysia Plan has stated provision of 16,000 job opportunities for the disabled (Sinar, 2015). In other words, in order to implement the Malaysian Plan pledge, the Government needs to hire 3,200 PWD every year starting from 2016 until 2020. However, the Government only managed to recruit 3,782 disabled people or only 0.3 percent in the public sector in 2017 (Ministry of Human Resources, 2018). Hence, the government needs to prepare detailed action plans in order to achieve the one percent quota. If there is no detailed action plan, unfair access to employment opportunities for the disabled will still exist.

As mentioned in the Incheon Strategy, Goal 1 is to reduce poverty and enhance work and employment prospects. Malaysian Plan of Action for People with Disabilities (2016 – 2022) is targeted to increase number of PWD in public sector by encouraging employers to make reasonable accommodations based on universal design in order to provide conducive workplace and PWD friendly (MWFDC, 2016).

## **2.6 Physical facilities for PWD at the Workplace**

In this study, physical facilities refer to basic facilities follows the theory of universal design refers to the design of the environment, workplace, and facilities so that all people in society can equally obtain benefits (Abdul Rahim & Abd Samad, 2010). The researcher discusses most of the facilities needed by PWD as stated in some of the standards.

The willingness of management to accommodate the special needs of PWD, such as improving physical facilities or providing new technology equipment is highly needed (Lee, Abdullah, & Mey, 2011). When it involves PWD at the workplace, an employer should take into consideration making suitable adjustments to cater to workers' disabilities and help them move around. Accessible or friendly facilities at the workplace usually could be seen in the form of accessible toilets, ramp, parking bays, emergency lights, signage, elevator, resting place, transport to work and many more. Study from Ramakrishnan (2007) showed that the poor access to buildings, lack of ergonomics facilities and public transport is one of the reasons stopping PWD from attaining employment. The greatest problem is the lack of accessible transportation, especially from home to the workplace (Baidi, Ilias, & Ghazali, 2018).

An organization that is willing to hire PWD will be ready to avail extra facilities in order to accommodate their requirements and also to make PWD perform the same as normal employees. When promoting a barrier-free environment, it is essential to make adjustments in roads, transportation facilities and buildings and the legal system in the urban planning sector (Japan International Cooperation Agency, 2009). Presently in Malaysia, there are installation and technical standards regarding accessibility, in the form of laws or guidelines such as:

- Uniform Building By-Laws (UBBL)
- Code of Practice for Means of Escape for Disabled Persons
- Code of Practice for Access for Disabled Persons to Public Buildings
- Code of Practice for Access for Disabled Persons to Outside Buildings
- Public Toilet - Minimum Design Criteria
- Guidelines and Requirements for Access into Public Buildings for PWD

A completed building must be able to perform in a way that will guarantee fulfilment to its occupants. Public buildings should be accessible to both capable and disabled individuals. The Government is the biggest proprietor of public buildings and offices in Malaysia (Khalil & Nawawi, 2008). The Government has a commitment to guarantee that public buildings and amenities should be well overseen to preserve sustainability. Regardless, even with the increasing number of regulations on accessibility in this country, the number of existing public buildings that have done alterations as approved by the relevant codes of practice are still small (Kamarudin, Hashim, Mahmood, Muhamad Ariff, & Wan Ismail, 2012).

In addition, some alterations do not effectively follow the codes, thus making them risky and dangerous to the users (Abdul Kadir & Jamaludin, 2012). According to Bromley (2010), PWD still find it problematic to gain access without help into the numerous public building in Malaysia. For example, if a wheelchair user wants to go to Suria KLCC from Cheras, there are too many barriers in the built environment and public transport system that make the journey impossible. This also happen at the workplace in public sector (Organisation for Economics Co-operation and Development, 2010).

Many employers which hire PWD say that their main concern is with employment issues, such as increased cost of providing reasonable accommodations so that workers with disabilities can do their jobs (Kaye, Lita, & Jones, 2011). Meanwhile, Khoo and Tiun (2013) revealed that private sector companies are more concerned with the needs of PWD compared to the government sector. This is also supported by Utusan Malaysia (2005) which reported the *Skim Latihan Graduan* (Graduate Training Scheme) introduced by the Government to help unemployed graduates to

upgrade soft skills to enter the labour market does not include PWD. It was reported by a PWD that when she called asking for a place, they replied that they do not accept PWD for the program as it is on the 8th floor and the organizer assumed the location would not be accessible by PWD.

However, in Malaysia, many private companies are still willing to hire PWD and initiate a movement in order to help the PWD. For examples, Allianz Malaysia Berhad, an investment holding company, started an Innovation Incubator Workshop in late 2014 in order to hire PWD. The Company began its recruitment of PWD (those who are blind, deaf and mute, autistic and wheelchair users) in January 2016. As of June 2016, they already had hired 23 PWD in various sectors, including customer service, human resources, underwriting and corporate communications. One of the special facilities for employees who are blind is access to a fully functional Non-Visual Desktop Access (NVDA) system which can make use of the voice operated and Braille labelled elevators, thus making their movement a little easier (Allianz, 2016).

Besides, the coffee giant café, Starbucks Malaysia, in collaboration with The Society of Interpreters for the Deaf (SID), opened its first chain dedicated to hiring deaf baristas. The cafe in Bangsar Village II Shopping Mall currently is staffed by 10 deaf baristas and three hearing partners. Customers can order their fancy drinks, either through sign language or a digital interface that baristas could read and confirm with the customers (Astro Awani, 2016).

This movement is good, yet the progress still low and employers in Malaysia need to be more aggressive in providing accessible workplace for PWD. The Malaysian accessibility system should be changed and become more proactive due to the

expanding number of registered PWD in Malaysia by having tougher law enforcement.

## **2.7 Social Environment for PWD at the Workplace**

The human social environment is referring to physical surroundings, social connections and cultural setting within a group of people live in (Barnett & Casper, 2001). It could be part of power relation, infrastructure, labour markets, social and economic processes, social inequality and the cultural practices. This would also include the characteristics of individuals and the positions of the employees. The organization's corporate culture may also be a part of this. Social environment for disabled people discusses the issues of disability stigma (Organisation for Economics Co-operation and Development, 2010).

PWD also suffer from social challenges due to the way society view the disabled. Lee, Abdullah and Mey (2011) identified employers' negative perceptions and treatment, employers' lack of confidence regarding their ability to perform and compete in the job market. It also may refer to any situations that may arise or that are faced by PWD when they are treated unfairly compared to a normal person in any stage of employment (before, during or after) in any organization, either directly or indirectly by the employer, organization or colleagues (Khoo & Tiun, 2013). According to the Australian Human Rights Commission (2012), disability discrimination is when a person with a disability is treated less favourably than a person without the disability in the same or similar circumstances.

Under the Persons with Disabilities Act 2008, it is clearly stated that the employer shall protect the rights of PWD, on an equal basis as normal people, provide just and favourable conditions of work, including equal chances and compensation for work,



safe and good working conditions, security from provocation and review of grievances. As human beings, PWD have the same rights as normal people, which include the rights to be employed, to have a better life and income and contribute to developing their nation. However, many PWD are still struggling to enter the labour market. Malaysian employers are also found to be discriminating when hiring disabled workers (Khoo, Tiun, & Lee, 2013a).

Based on previous research and studies, mainly, it shows the negative attitude of employers towards employing PWD and this can develop barriers to collaboration of employees in the workplace (Ramachandra, et al., 2017). Employers may be reluctant to hire PWD based on the perception that they are less productive or less capable of carrying out their jobs than others (United Nations, 2016b). With regards to the perception of employers of the ability of PWD to work, they are concerned with absenteeism and performance of employees with disabilities (Khoo, Tiun, & Lee, 2011).

Some employers believe PWD will not be competent and need extra training which will be additional cost to the company in terms of providing appropriate accommodation, evaluating the costs and benefits and dealing with unforeseen issues that arise later (Mansour, 2009). Managers, supervisors and human resource staff have also to learn about their responsibilities under the law in dealing with PWD (Ramakrishnan, 2007).

PWD not only face difficulties when seeking a job; most of the time, jobs offered to them are normally lower level jobs (Osman, 2003). PWD also always face “underemployment” - a situation where they are paid lower wages and offered low-skilled and low-esteem jobs that are “unrewarding and undemanding” compared to

normal persons who assume high-esteem positions, such as accountants, lawyers, doctors and engineers (Khoo, Tiun, & Lee, 2013b).

The most widely recognized types of segregation are imbalance in terms of pay, workload and career advancement for PWD, where PWD earned a dormant and small compensation which lower than poverty line for a long time with no increment (Campbell, 2018). This will incidentally cause Malaysian PWD to endure twofold discrimination, i.e.: (i) disability-related discrimination; and (ii) poverty-related discrimination.

The discrimination faced by PWD sometimes does not come from an employer, but from colleagues (Khoo et al., 2013b), whereby they might be exploited or bullied at work where they are forced to handle and take over tasks. Co-workers of PWD may also have a prejudicial attitude. At a wider level, social attitude that looks upon PWD as objects of pity and need, perpetuate the assumption that they should not work (Barbra & Mutswanga, 2014). The real social integration only takes place when disabled people are allowed to participate freely in the workforce together with other co-workers in the wider society (Geffen, 2013).

In 2017, the United States (US) recorded 18.7 percent of PWD employed full-time or part-time compared to 65.7 percent of those who are able (Bureau of Labor Statistics, U.S. Department of Labor, 2018). Out of the jobless population, 63 percent would like to have a job. According to Kovacevic (2014), PWD who have been employed reported experiencing discrimination, such as being refused a job interview, refused a job, refused promotion, refused workplace accommodation, being given less responsibility and being paid less than their able colleagues in the organization due to their disability. It is important that employees with disabilities can experience a

positive working environment that would truly impact their lives positively and also the people they interact with (Allianz, 2016).

## **2.8 Organizational Policies towards PWD**

Organizational policies refer to organizational stand on disability, especially in offering jobs and taking responsibility for including special needs in any standard operating procedure in the organization (Ramakrishnan, 2007). Currently, Malaysia has some policies related to disability for PWD to be treated fairly in society, including in obtaining employment. The policies referring to any gazetted documents such as constitutions and acts, guidelines and several strategic plans administrated in various agencies. The policies are discussed as per detail below:

### **2.8.1 Convention on the Rights of Persons with Disabilities (CRPD)**

In 2007, the United Nations adopted the CRPD - a landmark human rights treaty among countries around the world to protect the fundamental rights of all PWD (UCLA WORLD Policy Analysis Centre, 2017). The CRPD has become one of the most rapidly ratified human rights treaties in history with 168 countries are now represented. At the global level, the CRPD, the first legally binding disability-specific human rights convention, aims at promoting, protecting and guaranteeing the full and equal enjoyment of all human rights and fundamental freedom by PWD (United Nations, 2016b).

Malaysia ratified the CRPD with two reservations in 2010. The reservations on two main articles of the CRPD are Article 15 (freedom of torture or cruel, inhuman or degrading treatment or punishment) and Article 18 (liberty of movement and nationality). However, Malaysia has yet to ratify the Optional Protocol to the CRPD.

This Optional Protocol allows individual and groups complaint to the CRPD Committee for any breach occurred (Md Tah & Mokhtar, 2016).

### **2.8.2 Federal Constitution of Malaysia**

Freedom of human rights is stated in the Federal Constitution and the various acts in Malaysia. For example, Article 6 prohibits anyone to force others into slave labour. Article 9 stated every man is free to move and do anything legally. This means that even PWD are given protection under the law in Malaysia.

### **2.8.3 Persons with Disabilities Act 2008**

The rights of PWD in Malaysia are enshrined in the Persons with Disabilities Act 2008. This act was drafted 2002 and took more than five years before it was tabled in Parliament and gazetted on 7 July 2008. This act is a comprehensive document for the well-being and rights of PWD in Malaysia (Abdullah, Hanafi, & Mohd Hamdi, 2017).

Referring to Part IV of the Persons with Disabilities Act 2008, there are seven types of accessibility in order to promote and develop the quality of life and well-being of PWD in Malaysia such as access to public facilities, amenities and services and buildings, public transport facilities, education, employment, information, communication and technology, cultural life and recreation, leisure and sport. This Act forms the basis of equal rights and opportunities for disabled people to participate fully in society. The Act also gives importance to the rights of humanity, such as glory, honour and freedom to enable them to live independently.

#### **2.8.4 The Malaysian Plan of Action for People with Disabilities (2016 – 2022)**

This action plan acknowledges the rights of PWD to fully participate in the Malaysian society, to equal opportunities and access under the relevant laws, to the elimination of discrimination against PWD and to the advocacy of the rights of PWD through public education. The MWFCDD is committed to providing better facilities, education, health, accessibility, culture, and social interaction for PWD in society (Abd Rahim, Abd Samad, Said, & Wan Seman, 2017).

#### **2.8.5 One Percent Policy on Employment Opportunities for PWD**

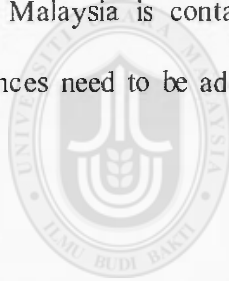
In terms of employment in the public sector, the One Percent Policy on Employment Opportunities for PWD in the Public Sector was initiated in 1988 and has undergone amendments twice in 2008 and 2010 for better execution (Berita Harian, 2015). This policy is implemented in line with the Government's efforts to further enhance human capital capability among Malaysians, especially for disabled people and to realize the desire to make Malaysians a caring community. The one per cent policy stipulates that each agency must ensure that the employment of the disabled is at least one percent of the total number of employees in the agency. This policy is extended to include permanent, temporary, contractual or any method of appointment in force (Public Service Department, 2017). Besides, the government would like to expand this policy in private sector in Malaysia.

As mentioned above, Malaysia has a lot of policies specifically for PWD in order to help them to become an assets and contributing to the country's development. The policy has been in place however the implementation is a long way from acceptable. This is because there is policy implementation gap. One of the policy implementation gap is the policy makers/designers and policy implementers are not the same person.



Policymakers/designers including politicians, high positioning government authorities, interest groups and public (represented by the elected representative). Policy implementers or the street-level bureaucrats on the other hand, are those who transform the policy into programs and actions to be delivered to the public (Aning, Zaaba, & Gunggut, 2014).

In conditions that have never been predicted and confronted with norms that are frequently ambiguous, policy implementers are required to interpret the policy themselves. Hence, it is quite challenging for them to deliver the objectives of the policy into public services. Study from Mohammad Roose (2010) reveals that mostly policy in Malaysia is written without completed affirmative action. The affirmative action in Malaysia is contains plans, monitors, and services. Yet, the element of consequences need to be added in any policies in order to avoid the discrimination.



Universiti Utara Malaysia

## CHAPTER3

### METHODOLOGY

#### 3.1 Introduction

This chapter begins with a discussion on the theoretical framework and hypotheses, subject selection process in research design and data analysis technique. The methods of research and techniques used are discussed for the purpose of the research process. This chapter also seeks to explain the type of data collected for the research, the reasons or justification for resorting to such choices and how it was collected. Then, it explains the development of a questionnaire with pilot test and reliability test. The description of the methods of statistical analysis used in the research is also provided.

#### 3.2 Research Framework/Theoretical Framework

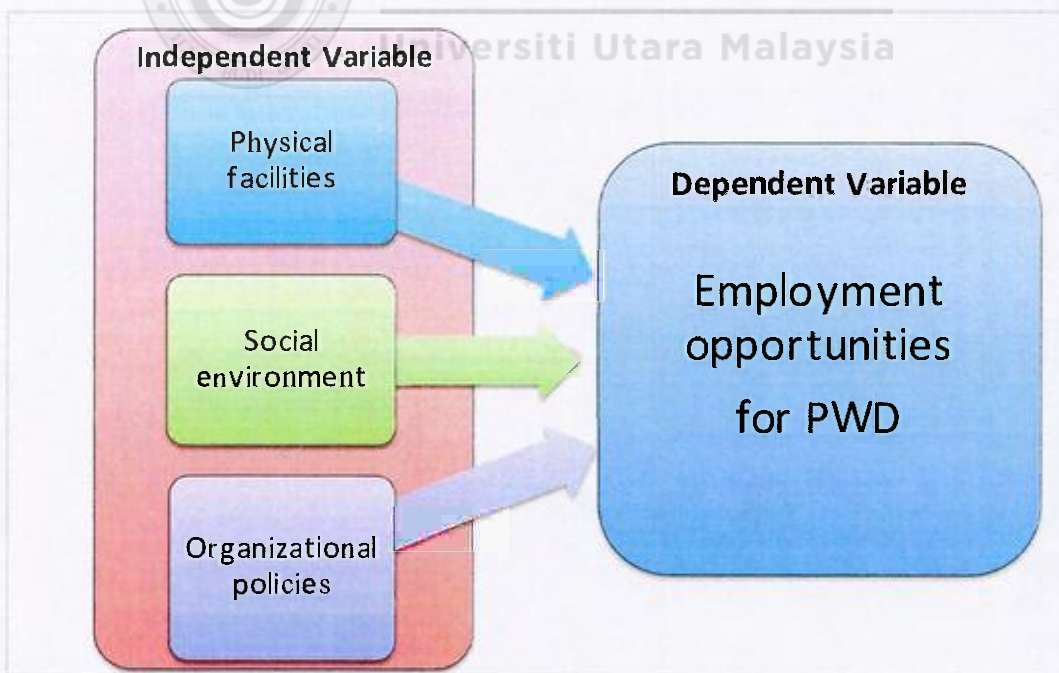


Figure 3.1  
*Research Framework*

The research framework proposed for this research is illustrated in Figure 3.1. Two variables describe the situation: the dependent variable (DV) is employment opportunities for PWD; and the independent variables (IVs) are physical facilities, social environment and organizational policies.

### **3.3 Research Hypotheses**

Hypotheses are the theories raised about logically established connections between two or more factors, which is stated as a tested report of a study (Sekaran, 2003). With regards to the variables developed for this research, a few hypotheses were formulated to support and affirm previous studies that there is a relationship between the IVs and the DV. The hypotheses for this research are:

- H<sub>1</sub>: There is a relationship between physical facilities and employment opportunities of PWD.
- H<sub>2</sub>: There is a relationship between social environment and employment opportunities of PWD.
- H<sub>3</sub>: There is a relationship between organizational policies and employment opportunities of PWD.

### **3.4 Research Design**

A research design is a blueprint for directing an investigation with greater control over variables that may meddle with the legitimacy of the discoveries (Groove, Gray, & Burns, 2015). The basic design for this research is the survey method. The collection of principal data was accomplished using a survey to answer the study's research questions.

### **3.5 Population and Sampling**

#### **3.5.1 Population**

According to Cavana, Delahaye and Sekaran (2001), population alludes to a whole group of individuals, occasions or things that the researcher wishes to explore. A component is a single member of the population. For this research, the researcher investigated the perception among civil servants of their organization or its surrounding towards employment opportunities for PWD in government offices or agencies. The researcher also examined the organizational readiness from a bottom-up perspective. The respondents for this research were civil servants in Malaysia based in Kedah.

The Public Service Department has reported that there are about 1.2 million civil servants who are currently working all over Malaysia as of December 2017 (Ministry of Human Resources, 2018). The public sector in this research includes ministries, agencies and statutory bodies under federal and state governments.

#### **3.5.2 Sampling method**

The sampling method used in this research is the probability sampling method which is simple random sampling. A probability sampling is defined as one in which each unit in the populace has the possibility ( $0 < x < 1$ ) of being chosen in the sample which can be precisely decided. Simple random sampling was picked on the grounds that in this study, there are many respondents.

#### **3.5.3 Sample size**

The sample size representative of the civil servants in this research is 384. It was determined based on Krejcie and Morgan's sample size determination table.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	266	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	206	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size  
"S" is sample size.

Source: Krejcie & Morgan, 1970

Figure 3.2

*Krejcie and Morgan's sample size determination table*

Source: Krejcie and Morgan (1970)

Since the population is higher than the maximum value in the table, the researcher chose 400 respondents randomly from various government agencies in Kedah. Instead of using 384, the researcher used 400 samples, comprising active public sector employees in Malaysia for the year 2018.

### 3.6 Research Instrument

#### 3.6.1 Questionnaire

The questionnaire used in this study was adapted from two previous research on the employment of PWD in Malaysia, i.e., Osman (2003) and Ramakrishnan (2007) and a research on universal accessibility by Architectural Services Department (2004). Questions are tailored to targeted respondents i.e. civil servants in the public sector Malaysia. The questionnaire was prepared in English and *Bahasa Melayu*.



Each respondent in this research received an eight-page questionnaire with 35 items.

The questionnaire was divided into five sections as shown in Table 3.1 below:

Table 3.1  
*Questionnaire Structure*

Section	Variables	Number of Item	Total
A	Demographic Profile	1-11	11
B	Physical facilities	1-5	5
C	Social environment	1-7	7
D	Organizational policies	1-5	5
E	Employment barriers	1-7	7
<b>Total</b>			<b>35</b>

### 3.6.2 Measurement

As mentioned above, the questionnaire consists of five sections with 35 questions. Section A is on demographic profile of the respondents; section B measures the physical facilities available in the workplace; section C measures the social environment through the perception or attitude of colleagues towards PWD; section D measures if there are any policies which accommodate the special needs of PWD; and section E determines the barriers to employment or advancement for PWD in government agencies. The result of section E is inversed relation as employment opportunities.

Likert, an American social psychologist who built up the standard of measuring attitudes by requesting that individuals react to a series of statements about a topic, as far as the degree to which they agree with them, and so tapping into the cognitive and affective components of attitude (The Editors of Encyclopaedia Britannica, 2018). According to Albaum (1997), Likert-type or frequency scales use fixed choice

response formats and are designed to measure the level of agreement/disagreement. In this study, the respondents were asked to rate from 1 to 4 points (1 = strongly disagree and 4 = strongly agree) for Sections B, C and D and the perception of barriers to employment in the organization in Section E was rated from 1 = major barrier to 4 = minor barrier.

The four-point Likert Scale was used in this survey to discover the best answer of the respondents. By utilizing the four-point scale, the researcher could get the respondents to give their best perception on the issue and whether they lean towards the positive or the negative. The respondents were requested to tick the best answer to describe their profile in Section A.

### **3.6.3 Reliability**

In an educational research, a set of questionnaires is the most used method in data collection (McMillan & Gorgia, 2017). The questionnaire must be tested for reliability in order to reduce measurement errors.

The researcher conducted reliability test based on 17 respondents who were chosen as pilot test respondents. The questionnaire used in the real study was derived from the pilot test's responses. Pilot test was conducted by distributing 17 sets of the questionnaire to employees of Universiti Utara Malaysia (UUM). They were chosen from various departments, such as the Registrar's Office, Ghazali Shafie Graduate School, Bursar's Department, Islamic Centre, Co-operative of Entrepreneurship and Development Institute, Student Affairs Department, Development and Maintenance Department, UUM Information Technology Department, Sultanah Bahiyah Library and School of Government.

The purpose of the pilot test is to discover problems in the questionnaire. Based on the comments of the respondents, the questionnaire items that were identified as confusing or inappropriate were either improved or dropped in the revised version.

The dependency test was done based on the reliability coefficient identified as alpha which can be in the range of 0 to 1. A value of 0 represents a survey full of inaccuracies and a value of 1 means total deficiency of error. In a study, if the alpha value is more than 0.70, it indicates that the survey is fully in the acceptable reliability range.

According to Bolarinwa (2015), reliability can determine the accuracy or correctness of the instrument to be measured. In this study, the Cronbach's coefficient alpha test was used to assess the internal consistency reliability of the responses for each item in the instrument. The Cronbach's coefficient alpha of the instrument for the various dimensional elements of the pilot study are shown in Table 3.2:

Table 3.2  
*Summary of the Reliability Index*

No	Elements	Cronbach's Coefficient Alpha
1	Physical facilities	0.845
2	Social environment	0.708
3	Organizational policies	0.738
4	Employment opportunities	0.969

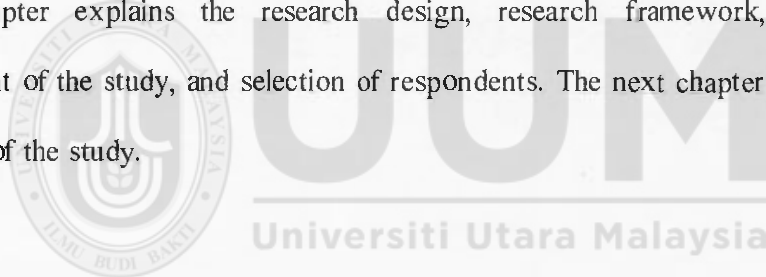
The Cronbach's coefficient alpha values for the element of Physical Facilities (0.845) and Employment Opportunities (0.969) are good. On top of that, the Cronbach's coefficient alpha values for Social Environment (0.708) and Organizational Policies (0.738) is acceptable.

### **3.7 Data Collection Procedure**

The data was collected via a questionnaire which was distributed randomly to staff in various government offices regardless of their profession. Each respondent was required to answer the eight-page questionnaire, consisting of five sections. Several questionnaires were given directly to the respondents and a few were distributed via email and social media. Contacts were made with representatives in several departments in order to distribute the questionnaire. Explanations regarding the questionnaire were given to the representatives orally to attain the participants' cooperation and to give a general idea of the research.

### **3.8 Chapter Summary**

This chapter explains the research design, research framework, hypotheses, instrument of the study, and selection of respondents. The next chapter discusses the findings of the study.



## **CHAPTER4**

### **RESULT AND FINDINGS**

#### **4.1 Introduction**

This chapter presents the results of data analysis and findings utilizing both descriptive and inferential statistics. The main purpose of the study is to determine the influence of physical facilities, social environment and organizational policies towards employment opportunities for PWD in the public sector in Kedah.

The analysis aims to test the hypothesis statements that the researcher developed in Chapter 3 and also to answer research questions highlighted in Chapter 1. The analysis and tests were carried out using the Statistical Program for Social Sciences (SPSS) version 12.0 for Microsoft Windows.

#### **4.2 Response Rate**

In this study, 400 sets of questionnaires were distributed to the respondents by walking into the offices, via email and social media. Out of 400, 312 completed questionnaires were returned, giving a response rate of 78 percent.

#### **4.3 Demographic Characteristics**

The findings of this study begin with section A where the researcher explains the demographic information. The demographic characteristics represent the respondents' profile and organisation profile.



#### 4.3.1 Respondents' profile

Table 4.1 show the demographic profile of the respondents.

Table 4.1  
*Characteristics of the Respondents*

Demographic characteristic		Frequency	Percentage
<b>Gender</b>	Female	174	55.80
	Male	138	44.20
<b>Function area of position</b>	Administration	143	45.80
	Education/Training and Development	60	19.20
	Finance	22	7.10
	Human Resource Management	22	7.10
	Agriculture and Fisheries	16	5.20
	Organizational Development /Urbanization	10	3.20
	Health /Safety/Security	8	2.60
	Corporate communication	6	1.90
	Enforcement	6	1.90
	Maintenance	6	1.90
	Welfare	5	1.60
	Customer service	3	1.00
	Research	2	0.60
	Information Technology (IT)	1	0.30
	Land Management	1	0.30
	Legal	1	0.30
<b>Year of service</b>	1 – 5 years	53	17.00
	6-10 years	96	30.80
	11 -20 years	97	31.10
	21 – 30years	44	14.10
	31 years and above	22	7.10

Table 4.1 (Continued)

Demographic characteristic		Frequency	Percentage
<b>Grade of employment</b>	Support group	181	58.00
	Management & Professional	129	41.30
	Top Management	2	0.60
<b>Personal experience</b>	I have no personal experience related to anyone with a disability	162	51.90
	I have an immediate family member or relative with a disability	46	14.70
	I have a friend with a disability	59	18.90
	I know a neighbour or community member with a disability	60	19.20
	I have a disability	3	1.00

It shows that the majority of the respondents are female with 55.8 percent (N=174) and the remaining 44.2 percent (N=138) are male.

Out of 312 respondents, the largest group of respondents or 45.8 percent (N=143) work in administration followed by 19.2 percent (N=60) in education/training and development. Those who work in finance and human resource areas is 7.1 percent (N=22) each. Besides, 5.1 percent (N=16) work in the agriculture and fisheries area followed by 3.2 percent (N=10) in organization development/urbanization. Respondents in health/safety/security is about 2.6 percent (N=8) while corporate communication, enforcement and maintenance is 1.9 percent (N=6). Respondents in the welfare area is 1.6 percent (N=5), customer service area is one percent (N=3), research, 0.6 percent (N=2) while information technology (IT), legal and land management is 0.3 percent with only one respondent.

Majority of the respondents have been serving as civil servants for between 11-20 years representing 31.1 percent (N=97) of total respondents, followed by those working for between 6-10 years which is 30.8 percent (N=96). Respondents who have been working between 1-5 years is around 17.0 percent (N= 53) while 14.1 percent (N=44) respondents have been working between 21-30 years and about 7.1 percent (N=22) for more than 31 years. Besides, most of the respondents are from the support group with 58 percent (N=181), followed by 41.3 percent (N=129) from management and professional group and only 0.6 percent (N=2) in top management.

Out of 312 respondents, 51.9 percent (N=162) mentioned they do not have any personal experience related to anyone with a disability. On the other hand, 14.7 percent (N=46) mentioned they have an immediate family member or relative with a disability. Respondents who have a friend with a disability is about 18.9 percent (N=59) while data for respondents who know a neighbour or community member with a disability is 19.2 percent (N=60). In this study, only one percent (N=3) of respondents have a disability.

#### 4.3.2 Organization's profile

Table 4.2 shows the characteristics of the organization.

Table 4.2  
*Characteristics of the Organizations*

Demographic characteristic		Frequency	Percentage
Reporting for	A Branch or Department	237	76.00
	Headquarters	75	24.00
Type of organization	Statutory body	157	50.30
	Federal government	119	38.10
	State government	36	11.50

Table 4.2 (Continued)

Demographic characteristic		Frequency	Percentage
<b>Number of employees</b>	1-50	165	52.90
	51-100	49	15.70
	101-200	72	23.10
	201-350	11	3.50
	351 and above	15	4.80
<b>Categories of employees</b>	Contract	259	83.01
	Part-Time	77	24.67
	Temporary workers/on-call employees	40	12.82
	Paid Internships	37	11.86
	Internship	2	0.64
	None	2	0.64
<b>Benefit</b>	Health insurance	163	52.20
	Dental Care Assistance	86	27.60
	Flexi-time working hours	139	44.60
	Employee Assistance Programs	78	25.49
	Study /Course Reimbursement	53	17.00
	Vacation	25	8.00
	Telecommuting/ Home-working	3	1.00
	Training	1	0.30
	Clinic panel	3	1.00
	None	13	4.20
<b>Number of PWD</b>	0	257	82.40
	1	43	13.80
	2	8	2.60
	3	1	0.30
	5	3	1.00

Majority of the respondents are working in a branch or department of the organization with 76 percent (N=237) and the remaining 24 percent (N=75) are in headquarters. Out of 312 respondents, 50.3 percent (N=157) work in statutory bodies, followed by 38.1 percent (N=119) in the federal government and the remaining 11.5 percent (N=36) with the state government.

The size of the organization is divided into five categories: 52.9 percent (N=165) has between 1-50 persons, 15.7 percent (N= 49) between 51-100 persons, 23.1 percent (N=72) between 101-200 persons, 3.5 percent (N= 11) between 201-350 persons and the remaining 4.8 percent (N=15) with more than 351 persons.

Besides the position of permanent staff, 83.01 percent (N=259) of the organizations of the respondents hire contract staff, 24.67 percent (N=77) hire part-time staff and 12.82 percent (N=40) have temporary workers/on-call employees. The percentage of organizations having paid internships is about 11.86 percent (N=37) while 0.64 percent (N=2) of the organizations have internship. Only 0.64 percent (N=2) of organizations do not have other categories of employees except the permanent position.

The results from the study show 52.2 percent (N=163) respondents mentioned their organization offers health insurance, 27.6 percent (N=86) offer dental care assistance while 44.6 percent (N=139) have flexi-time working hours. Besides, 25.49 percent (N=78) said they have employee assistance programs at work while eight percent (N=25) provide leave.

On the other hand, telecommuting/home-working and clinic panel share the same percentage, which is one percent (N=3). About 4.2 percent (N=13) respondents mentioned that their organization does not have any other benefits. The findings



reveal that 82.4 percent (N=257) organizations have no disabled employees while 13.8 percent (N=43) employ one PWD, 2.6 percent (N=8) employ two PWD, 0.3 percent (N=1), three PWD and the remaining one percent (N= 3), five PWD.

#### 4.4 Reliability Analysis

The reliability analysis procedure provides information on the extent to which the measures are without error. Cronbach's Alpha is the best scale used for multipoint scaled items. The closer the reliability coefficient gets to 1.0, the better it is; 0.8 is considered as good reliability; from 0.7 to 0.799 is considered as acceptable; and values less than 0.60 are considered to be poor (Sekaran & Bougie, 2013).

In this study, the result of Cronbach's Alpha for each IV (physical facilities, social environment and organizational policies) and the DV, employment opportunities, is as shown in Table 4.3:

Table 4.3  
*Results of Cronbach's Alpha*

Variables	Number of item	Cronbach's Alpha	Description
Physical facilities	5	0.855	Good
Social environment	7	0.778	Acceptable
Policies	5	0.802	Acceptable
Employment opportunities	7	0.929	Good

## 4.5 Findings

### 4.5.1 Correlation Analysis

The Pearson correlation analysis was used to explore the connection and direction between dependent variable and independent variables. Pearson's correlation ( $r$ ) can vary between -1 and 1. An  $r$  of -1 indicates a perfect linear negative relation between variables, an  $r$  of 0 indicates no linear relation between variables, and an  $r$  of 1 indicates a perfect linear positive relation between variables (Pallant, 2001). The correlations between dependent variable and three independent variables in this study are shown in table 4.4.

Table 4.4  
*Correlation among variables*

Variables	Correlation
DV - Employment Opportunities	1
IV1- Physical facilities	0.186**
IV2- Social environment	0.267**
IV3- Organizational policies	0.230**

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Based on the results, all three independent variables have positive relation towards employment opportunities. None of the IV has strong relationship since the  $r$  value is below 0.50.

### 4.5.2 Multiple Regression

Multiple regression is a statistical tool used to derive the value of a criterion from several other independent, or predictor, variables. It is the simultaneous combination of multiple factors to assess how and to what extent they affect a certain outcome. In other words, the test is used to assess the simultaneous impact of many independent variables on a dependent variable. This procedure helps the researcher to understand

how much of the variance in the dependent variable is interpreted by a set of independent variables (Sekaran & Bougie, 2013). The results of multiple regression are illustrated in Table 4.5.

Table 4.5  
*Summary of multiple regression results for each variables*

	Unstandardized Coefficients		Standardized Coefficients		Sig.	R <sup>2</sup>	F
	B	Std. Error	Beta	t			
(Constant)	0.644	0.382		1.686	0.093		
Physical facilities	0.145	0.070	0.122	2.067	0.040	0.86	9.502
Social environment	0.349	0.117	0.203	2.994	0.003		
Policies	0.100	0.122	0.509	0.821	0.412		

a. Dependent Variable: Employment Opportunities

### 4.5.3 Answering Research Questions

The results from correlation analysis has been used to answer all research questions developed in Chapter 1.

**Research question 1: What is the relationship between physical facilities and employment opportunities of PWD?**

As the result from correlation analysis is  $r = 0.186$ ,  $p < 0.01$ ; so the relationship between physical facilities and employment opportunities of PWD is significant with a positive relationship.

**Research question 2: What is the relationship between social environment and employment opportunities of PWD?**

The relationship between social environment and employment opportunities of PWD is significant ( $r = 0.267$ ,  $p < 0.01$ ) with a positive relationship.

**Research question 3: What is the relationship between organizational policies and employment opportunities of PWD?**

The relationship between organizational policies and employment opportunities of PWD is significant ( $r = 0.230$ ,  $p < 0.01$ ) with a positive relationship.

#### **4.5.4 Hypotheses Testing**

Hypothesis testing is the formal procedures that statisticians use to test whether a hypothesis can be accepted or not. Multiple regression analysis was used to test the hypotheses statements developed in Chapter 3.

**Hypothesis 1:**

*H<sub>0</sub>: There is no relationship between physical facilities and employment opportunities of PWD.*

*H<sub>1</sub>: There is a relationship between physical facilities and employment opportunities of PWD.*

The standardized coefficients beta ( $\beta$ ) for physical facilities,  $\beta = 0.122$ ,  $p < 0.05$  shows a positive value; this means there is a significant relationship between physical facilities and employment opportunities of PWD. Hence, H<sub>1</sub> is accepted.

### **Hypothesis 2:**

*H<sub>0</sub>: There is no relationship between social environment and employment opportunities of PWD.*

*H<sub>2</sub>: There is a relationship between social environment and employment opportunities of PWD.*

The standardized coefficients beta ( $\beta$ ) for social environment,  $\beta = 0.203$ ,  $p < 0.05$  shows a positive value; this means there is a significant relationship between social environment and employment opportunities of PWD. Hence, H<sub>2</sub> is accepted.

### **Hypothesis 3:**

*H<sub>0</sub>: There is no relationship between organizational policies and employment opportunities of PWD.*

*H<sub>3</sub>: There is a relationship between organizational policies and employment opportunities of PWD.*

The standardized coefficients beta ( $\beta$ ) for organizational policies,  $\beta = 0.059$ ,  $p = 0.412$  shows a positive value; but  $p > 0.05$ . The result found to be insignificant relationship between organizational policies and employment opportunities of PWD. Hence, H<sub>3</sub> is rejected.



Summary for all the hypothesis analysis results are as shown in Table 4.6 below:

Table 4.6  
*Results of the Hypotheses Test*

No	Hypothesis	Results
H <sub>1</sub>	There is relationship between physical facilities and employment opportunities of PWD.	Accepted
H <sub>2</sub>	There is a relationship between social environment and employment opportunities of PWD.	Accepted
H <sub>3</sub>	There is a relationship between organizational policies and employment opportunities of PWD.	Rejected

#### 4.6 Summary

This chapter discusses the findings and the interpretation of empirical results of the study. The data utilized in this study was collected from 312 respondents and analysed. All variables have no missing values and scale items are reliable. The demographic characteristics are represented by the profiles of employees and the organization. The employees' profile shows that more than half the respondents do not have personal experience with PWD; while the organization's profile shows 82.4 percent have no PWD in their organization.

Correlation analysis was used to answer the research questions. The results show all IVs are statistically significant with employment opportunities for PWD but none of them have a strong relationship. Through the hypothesis testing, the researcher evaluated all factors using regression analysis and found only two hypotheses statement were accepted: (H<sub>1</sub>) and (H<sub>2</sub>).

## **CHAPTER5**

### **DISCUSSION, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 Introduction**

This chapter summarizes and discusses results of the analysis explained in the previous chapter and answers the research questions mentioned in Chapter 1. This chapter begins with the discussion on the findings, its implications and contributions of the study, study's limitations and directions for future research. The chapter ends with the conclusion of the study.

To reiterate the purpose of this research is to study the employment opportunities of PWD in the public sector, specifically to what extent factors, such as physical facilities, social environment and organizational policies, have a significant correlation with employment opportunities of PWD.

#### **5.2 Discussion of findings**

##### **5.2.1 Current Participation of PWD in the Public Sector**

In this study, only 27.6 percent (N=55) respondents mentioned their organization has hired PWD and the number of PWD hired is between one to five persons in the same organization. Based on previous studies and statistics, the researcher believes it is impossible to accomplish the one percent participation of PWD in the public sector by 2022 if the government does not actively step up in implementing all the strategies mentioned in the Malaysian Plan of Action for People with Disabilities (2016 – 2022). This is because in order to be hired in the public sector, the PWD need go through the same system with able persons and the privileges stated in the 2010 circular are overlooked.

### 5.2.2 Physical Facilities and Employment Opportunities

From the data gathered in the research, as a whole, it can be said that most of the respondents believe that their organization has basic facilities for PWD. Data from correlation analysis show that the relationship between physical facilities and employment opportunities is positive with a weak relationship. Based on regression analysis the standardized coefficients beta ( $\beta$ ) for physical facilities,  $\beta = 0.122$ ,  $p < 0.05$  shows a positive value; this means there is a significant relationship between physical facilities and employment opportunities of PWD. Hence,  $H_1$  statement mentioned “There is relationship between physical facilities and employment opportunities of PWD” is accepted.

This study also supported previous study by Banks, Chaykowski and Slotsve (2013) found that physical facilities had positive relationship towards the employment for PWD. The most frequently reported accommodation for employees with disabilities include no-cost options, such as flexible arrangements and policies and other low-cost initiatives, such as ergonomic/adaptive office equipment - solutions that can be applied to all employees as part of a workplace wellness strategy.

Thus, if any organization is refusing to hire PWD because it cannot afford or bear the cost of renovation or investing in special tools, they might rethink this and try to have one employee first because not all PWD require special accommodation (Hartnett, et al., 2014). On the accommodations that do have a cost, a typical one-time expenditure by employers is approximately \$500 or less (Job Accommodation Network, 2017).

Buildings and spaces can be created or modified using the principle of universal design (the design of products and environment) that are usable by all without the

need for accommodation (WHO, 2017). Hence, government agencies that improve basic facilities for PWD are not only helping the employees who really need that kind of accommodation, but also visitors or customers who might have difficulties while dealing with the agencies. In the long-term, it will be more beneficial to the organization.

Over the years, many budget allocations have been announced by the Government in order to increase the infrastructure for the public's use, for example, schools, and hospitals. Therefore, in addition to the open tender system that seeks developers offering low-cost services, it is also necessary to take into account universal designs for the use of all levels of the public. The buildings need to be audited based on the universal design standards before getting the certificate of completion and compliance.

Another issue regarding physical facilities, either in the workplace or public buildings, is special facilities abuse by able persons. The most obvious abuse that happens in Malaysia is parking space abuse. People abuse the facility and this kind of individuals are selfish with low awareness of the consequences of their actions towards PWD.

### **5.2.3 Social Environment and Employment Opportunities**

To identify the relationship between social environment among civil servants and employment opportunities, the researcher focused on individual perception towards the disabled if they are working together in the same organization. Most respondents agreed that they have a positive perception of PWD since the mean values for all items in Section C are more than 3.3.

From the results of regression analysis, the standardized coefficients beta ( $\beta$ ) for social environment,  $\beta = 0.203$ ,  $p < 0.05$  shows a positive value; this means there is a significant relationship between social environment and employment opportunities of PWD. Hence,  $H_2$  statement which is “There is a relationship between social environment and employment opportunities of PWD” is accepted.

People's perspectives are a consequence of life experiences, including the associations they make with the people around them. For instance, a person's state of mind towards one disabled person might be shaped by his or her personal experience of knowing another disabled person. Besides, the ambience of the surrounding may impact the way people act and react towards different people. Attitudes are transient and change from individual to individual, from social event to get-togethers, and even within get-togethers after some time. Individuals with shared qualities or normal social experiences may well create comparable attitudes towards disabled people or disabilities. In order to develop positive attitude towards disability, PWD recommend more interaction between individuals with and without impairments through social activities (Hong, Kwon, & Jeon, 2014).

In this study, 48.4 percent respondents have personal experience with PWD, which the researcher believes enhances the positive response towards them in a social environment, like the workplace. On the other hand, all respondents are public servants who should stay positive and have some knowledge of how to handle PWD since they serve all the people in the society, regardless of their abilities or disabilities.



#### **5.2.4 Organizational Policies and Employment Opportunities**

For the relationship between organizational policies and employment opportunities of PWD in the public sector, the standardized coefficients beta ( $\beta$ ) for organizational policies,  $\beta = 0.059$ ,  $p = 0.412$  shows a positive value; but  $p > 0.05$ . The regression result found to be insignificant relationship between organizational policies and employment opportunities of PWD. Hence,  $H_3$  statement which “There is a relationship between organizational policies and employment opportunities of PWD” is rejected.

The researcher found there is a positive relationship between organizational policies and employment opportunities. Most respondents agreed with the policies for PWD since the mean for all items in Section D is above 3.0. From the data gathered, it shows the highest mean is 3.61 with more than 94.6 percent ( $N=295$ ) agreeing that all individuals should have an equal chance for employment; while 97.8 percent ( $N=305$ ) agreed that employees with disabilities should be given the same opportunity as other employees to get promotion.

According to Goldstone and Meagers (2002), there are a greater number of written policies about the employability of disable people and a low number of recruitment of disable people by employers to work as their employees in larger organizations.

For the public sector in Malaysia, there are several policies which have unfortunately still not helped to increase the rate of employment for PWD. For example, the One Percent Employment Policy was introduced in 1988 and amended twice in 2008 and 2010 with some improvement to the policy. Yet, after 30 years, the percentage of PWD working in the public sector still lags far behind from the target and is not even close to 0.5 percent.

The same goes for the Malaysian Plan of Action for People with Disabilities. Currently, the action plan is for 2016 until 2022 (previously, from 2011 until 2015). However, the contents of both documents are almost the same (MWFCDC, 2016). Hence, if the plan for previous five years still did not achieve the target, the MWFCDC should look for a new approach to carry out the existing plan so that in 2022, there is good news that can be conveyed to the community.

### **5.3 Limitations of the study**

This research has limitations that need to be overcome. Firstly, in the process of conducting this study, it involved a great deal of costs. It is not only in monetary terms, but time and energy as well. A great deal of effort was needed for data collection and analysis. Other costs involved cost of travelling to collect data, printing and distribution of questionnaires. Secondly, not all staff in the public sector were around in their offices since some of the nature of work is outdoor on the field. Besides, for those working at the counter, such as in hospitals, clinics, immigration department and so on, it was hard to distribute the questionnaires and to get full cooperation from them to return the completed questionnaires.

Thirdly, since the number of returned questionnaire is quite low, the researcher had to use all questionnaire regardless they mentioned they do not had experienced towards PWD. This results on this study highly based on civil servant's perception.

Fourthly, another barrier is that time constraints did not allow the researcher to explain the meaning of all the questions during data collection. Therefore, there might be an assumption that respondents might answer based on their own individual understanding and not from the perspective of the researcher. Fifthly, due to time constraints, the sample size of this study is quite small compared to the population.

This may be due to the fact that during the period of data collection, the 14th general election of Malaysia was just around the corner and many political events were taking place and required commitment from most civil servants in Kedah.

Finally, the studies on employment opportunities for PWD in Malaysia are limited, especially in the public sector; this made the interpretation of some findings rather challenging, specifically in the areas of work characteristics of disabled employees.

#### **5.4 Recommendations**

Based on the findings, some recommendations are offered for future research and for the stakeholders. The scope of this research can be extended to a larger geographic area to enhance the results. For this study, only Kedah civil servants were considered; in future, this study can be expanded to larger scope, such as Peninsular Malaysia or Malaysia as a whole.

Since the research is focused on the public sector, future research can focus on interviewing Public Service Department employees or any interviewer appointed by the Human Resource Department in public sector offices to evaluate the existing procedures in handling PWD candidates during the recruitment and selection processes.

Besides, future research also could target PWD themselves working in the public sector as respondents to know what the real barriers are to them as employees. The findings could give an idea regarding working in government agencies to other PWD when they think of applying for a job in this sector.

Recommendations that can assist in the employment opportunities for PWD are as follows:

**Registration of PWD:** The Government should make the registration of PWD compulsory and should facilitate the registration. This could happen if the DoSW in each state works closely with all hospitals, either government or private. This is because most of the early stage of detection of disability is during birth, and when they come for treatment or surgery. Hospitals should send a record to the DoSW for further investigation and assistance. By having compulsory registration, the Government could get the actual number of PWD and an updated report will help identify their different needs. In addition, more funding and efforts could be undertaken in order to provide better arrangements for them.

**Education System:** Creating awareness among the society can reduce the stigma attached to PWD. One of the ways is through education. The MWFC must work with the MOE to get children with disabilities into mainstream classrooms. This can have far-reaching implications, as it can nurture compassionate students from an early age and foster a culture that considers and incorporates PWD rather than one that looks down on them. The number of schools with special needs classrooms should be increased because the number of PWD keeps rising and they have the right to get proper education. The other issue is that the MOE could look into is the small number of teachers with special education qualifications. It is important also if the education of society is continued after school, with disability issues included in the curricula of higher learning courses. This can help break many Malaysians' stereotype views about PWD, particularly with regards to how "valuable" this community is and how such individuals can augment the development of the country.

**Graduates' Tracer Study:** Starting 2006, the MOE developed a system known as Graduates' Tracer Study to trace the development of all graduates after they had graduated. Based on that system, the Government could monitor the achievement of graduates with disabilities. If they are still having problems to get a job, a special program could be arranged for them to increase their chances of employment. One of the programs could be a job carnival which calls on all employers who are interested in hiring disabled graduates, including government agencies. Some of them graduated with a very good grades or have qualifications in critical areas; it is a waste if their abilities are not utilized for the nation's development.

**Public Service Department:** The researcher suggests this department sets up a unit that could handle all the issues regarding the employment of PWD in the public sector, starting from recruitment through to retirement. This unit also should monitor the one percent employment policy according to all the strategies stated in the Malaysian Plan of Action for People with Disabilities (2016 – 2022).

**Training and Development:** At the organizational level, employers should provide more training to educate and increase the awareness of the employees regarding disability issues at the workplace. Awareness is vital to make sure that justice is done towards PWD. Low awareness of employers on the employment rights of PWD makes them try to beat the system and find a way to avoid hiring PWD. This training could be conducted in collaboration with the special unit in the Public Service Department as mentioned above.

**Law Enforcement:** Since many legislations regarding the rights of PWD have been approved, it is time to enforce these legislations. For example, accessibility to public buildings and the Uniform Building By-laws to ensure all new constructions follow



the standards by offering universal design facilities. Employers also should be urged to make modifications at their workplace to comply with the existing Uniform Building By-Laws in order to provide adequate facilities for disabled persons. This should be enforced in all government and local authority buildings.

**Follow-up and Reporting:** Since the Malaysian Plan of Action for People with Disabilities (2016 – 2022) already includes that an audit for public premises must be done twice a year, the researcher recommends the audit report be open to the public and published in the DoSW's website. A follow-up of the audit report should be done to see whether or not any amendment has been done according to the suggestions.

**Union:** Even if the number of PWD in the public sector is small compared to the total number of civil servants, it is the time for them to form a union that can discuss improvements that can be made by the Government or the Public Service Department, not only regarding employment opportunities, but every other aspect related to their welfare.

## **5.5 Conclusion**

As a conclusion, this research managed to achieve the objectives which all the three research questions have been answered. This research determined the relationship between physical facilities, social environment, and organizational policies towards employment opportunities of PWD in the public sector, especially in Kedah.

Correlation analysis showed all three dependent variables had positive relationship towards the dependent variable. Unfortunately, none of the dependent variables showed a strong relationship. According to regression analysis, among the three independent variables only two independent variables which are physical facilities and social environment are significantly associated towards employment

opportunities for PWD. Other than the three IVs there is other factors could give the main impact on the reason why the numbers of PWD are still low in the public sector.

At present, employment opportunities for PWD are positive in this study. Even if physical facilities and social environment seem to be favourable, unfortunately, the statistics show a low numbers of PWD working in the public sector. Hiring PWD may have barriers and constraints, but this should not deter employers from employing them as they also could contribute to the success of the organization.

Nowadays, many PWD have the knowledge, ability, skills, and confidence to perform the same tasks as other normal persons and they could also contribute to enhance the organizational operations and performance. Due to upgraded medical services and the advancement of technology, there are now more opportunities for PWD, to play a greater role in the labour market. Such advancements can only be sustainable when it is fair, comprehensive and available for all. PWD require policies to be incorporated to all phases of the development process, from commencement to checking and assessment.

Overall, the Government has a strong commitment to empower PWD through various policies since 1988. However, attempts to implement these policies are difficult within a short time and without full commitment from all agencies and ministries. Therefore, the Government need to be more serious in executing a comprehensive implementation and enforcement strategies to ensure the existing One Percent Employment Policy is successfully achieved.

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## APPENDIX A


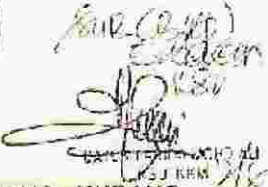
### Actual Acronym for "OKU"

 **KETUA SETIAUSAHA**  
(Secretary General)  
**KEMENTERIAN PEMBANGUNAN WANITA, KELUARGA DAN MASYARAKAT**  
(Ministry of Women, Family and Community Development)  
Ara 56, No. 15, Persiaran Perdana, Presint 4  
62000 PUTRAJAYA, MALAYSIA  
03-8323 1000 03-8323 2003 03-8323 21414  
[www.kpwkm.gov.my](http://www.kpwkm.gov.my) <http://www.facebook.com/kpwkm> <http://twitter.com/kpwkm>

Rujukan: KPWK/06/01/03 J.d. "G" (03)  
Tarikh: 2 April 2014

Senarai edaran seperti di Lampiran.

YBhg. Tan Sri/Datuk/Iuan/Puan,




 

**PENGUNAAN ISTILAH SEBENAR "OKU" - ORANG KURANG UPAYA**

Dengan hormatnya saya merujuk kepada perkara tersebut di atas.

2. Adalah dimaklumkan bahawa Kementerian Pembangunan Wanita, Keluarga dan Masyarakat (KPWK) sering menerima aduan bernusung penggunaan istilah bagi akronim "OKU" yang kurang tepat oleh pelbagai pihak termasuk Kementerian/agensi kerajaan. Berdasarkan Seksyen 2, Akta Orang Kurang Upaya 2003, istilah tepat bagi akronim "OKU" ialah "orang kurang upaya" dan bukannya "orang kelainan upaya" atau istilah-istilah lain yang sering diguna pakai bagi mentakrifkan akronim OKU. Penggunaan istilah "orang kurang upaya" bagi akronim OKU juga telah dipersetujui oleh golongan OKU dan serubuhan bukan kerajaan (NGO) yang mewakili kepentingan OKU semasa sesi dialog YB Menteri Pembangunan Wanita, Keluarga dan Masyarakat bersama NGO OKU pada tahun 2011.

3. Seluajutan itu, perhatian dan kerjasama pihak YBhg. Tan Sri/Datuk/Iuan/Puan adalah dipohon untuk memastikan penggunaan istilah yang betul bagi akronim OKU di Kementerian/jabatan/agensi YBhg. Tan Sri/Datuk/Iuan/Puan bagi memastikan keseragaman penggunaannya. Penggunaan istilah yang tepat dapat mengelakkan sebarang kekeliruan dalam kalangan masyarakat.

## APPENDIXB

### Questionnaire

#### **A STUDY OF EMPLOYMENT OPPORTUNITIES FOR PEOPLE WITH DISABILITIES IN THE PUBLIC SECTOR**

#### **KAJIAN MENGENAI PELUANG PEKERJAAN UNTUK ORANG KURANG UPAYA DALAM SEKTOR AWAM**

Dear Sir/Madam

This questionnaire attempts to collect data on the employment prospects available in Malaysia for people with disabilities especially in the public sector. It is hoped that the findings from the research will provide an insight into the job environment for persons with disabilities.

You are invited to participate in this research by completing this questionnaire. Please read carefully and select the answers that you deem best for the questions. Your participation is voluntary. This is an anonymous survey where your questionnaire will not be individually identified. All the information obtained are strictly confidential and will only be used **FOR THE PURPOSED OF THE STUDY ONLY.**

This survey is conducted to fulfill the Degree of Master of Science (Management) requirements. For questions or concerns, please contact (Mrs) Noor Fazlina Abd Kadir, at 012-6629242 (Mobile) or e-mail at [nfazlina@student.uum.edu.my](mailto:nfazlina@student.uum.edu.my)

Thank you very much for your co-operation and assistance.

Tuan/Puan

*Soal selidik ini cuba mengumpul data tentang prospek pekerjaan yang terdapat di Malaysia untuk orang kurang upaya terutamanya dalam sektor awam. Diharapkan penemuan dari kajian ini akan memberikan gambaran tentang suasana kerja bagi orang kurang upaya.*

*Anda dijemput untuk mengambil bahagian dalam kajian ini dengan melengkapkan soal selidik ini. Sila baca dengan teliti dan pilih jawapan yang anda anggap terbaik untuk soalan-soalan tersebut. Penyertaan anda adalah secara sukarela. Ini adalah kaji selidik tanpa nama di mana soal selidik anda tidak akan dikenalpasti secara individu. Semua maklumat yang diperolehi adalah sulit dan hanya akan digunakan UNTUK TUJUAN PEMBELAJARAN SAHAJA*

*Tinjauan ini dijalankan untuk memenuhi keperluan Ijazah Sarjana Sains (Pengurusan). Untuk sebarang pertanyaan sila hubungi Puan Noor Fazlina Abd Kadir, di talian 012-6629242 atau e-mel di [nfazlina@student.uum.edu.my](mailto:nfazlina@student.uum.edu.my)*

*Terima kasih atas kerjasama dan bantuan anda.*

Noor Fazlina Abd Kadir  
814092

School of Business Management (Pusat Pengajian Pengurusan Perniagaan)  
Universiti Utara Malaysia

# SECTION A – PERSONAL & ORGANIZATION INFORMATION

## BAHAGIAN A- MAKLUMAT DIRI DAN ORGANISASI

Please tick (✓) your selection in the box provided.

Sila tandakan (✓) pada pilihan anda dalam kotak yang disediakan.

1	Gender <i>Jantina</i>	Male <i>Lelaki</i>	
		Female <i>Wanita</i>	
2	In your position, which functions are you responsible for? (Please tick that apply.) <i>Dikedudukan anda, bahagian/bidang yang anda bertanggungjawab (Sila tandakan yang berkenaan)</i>	Administrative <i>Pentadbiran</i>	
		Human Resource Management <i>Pengurusan Sumber Manusia</i>	
		Corporate communication <i>Komunikasi korporat</i>	
		Finance <i>Kewangan</i>	
		Education/Training and Development <i>Pendidikan/Latihan dan Pembangunan</i>	
		Health /Safety/Security <i>Kesihatan/ Keselamatan</i>	
		Sports and Recreational <i>Sukan dan Rekreasi</i>	
		Organisational Development/urbanization <i>Pembangunan Organisasi/ Pembangunan Bandar</i>	
		Legal <i>Perundangan</i>	
		Welfare <i>Kebajikan</i>	
		Maintenance <i>Penyelenggaraan</i>	
		Agriculture and Fisheries <i>Pertanian dan Perikanan</i>	
		Others, please specify: <i>Lain-lain, sila nyatakan:</i>	
3	Are you reporting for: (Please tick your response) <i>Adakah anda melaporkan untuk:</i> (Sila tandakan respon anda)	Head Quarters <i>Ibu Pejabat</i>	
		A Branch or Department <i>Cawangan atau Jabatan</i>	



4	Type of organization <i>Jenis organisasi</i>	Federal government <i>Kerajaan persekutuan</i>	
		State government <i>Kerajaan negeri</i>	
		Statutory body <i>Badan berkanun</i>	
		Others, please specify: <i>Lain-lain, sila nyatakan:</i>	
5	Years of service <i>Tempoh perkhidmatan</i>	1 - 5 years <i>1-5 tahun</i>	
		6 -10 years <i>6-10 tahun</i>	
		11 -20 years <i>11-20 tahun</i>	
		21 - 30years <i>21-30 tahun</i>	
		31 years and above <i>31 tahun ke atas</i>	
6	Grade of Employment <i>Gred jawatan</i>	Support group (1-40) <i>Kumpulan sokongan (1-40)</i>	
		Management & Professional (41 – 54) <i>Pangurusan dan Profesional (41-54)</i>	
		Top Management (Jusa C and above) <i>Pengurusan Tertinggi (Jusa C dan ke atas)</i>	
7	Beside permanent position, does your organization hire workers under any of the following arrangements? (Please tick ✓ all that apply) <i>Setain jawatan tetap, adakah organisasi anda mengambil pekerja di bawah mana-mana perkiraan berikut? (Sila tanda ✓ yang berkenaan)</i>	Contract <i>Kontrak</i>	
		Part-time <i>Sambilan</i>	
		Contingent Labor (e.g., temporary workers, on-call employees) <i>Tenaga Kerja Luarjangka (cth., Pekerja sementara, pekerja atas panggilan)</i>	
		Paid Internships <i>Pelatih berbayar</i>	
		Other, please specify: <i>Lain-tain, sila nyatakan:</i>	
8	Does your organization offer the following benefits? (Please tick ✓ all that apply.)	Health Insurance <i>Insurans Kesihatan</i>	
		Dental Care Assistance <i>Bantuan Penjagaan Gigi</i>	



	Adakah organisasi anda menawarkan faedah berikut? (Sila tanda ✓ yang berkenaan)	Flexi time working hours <i>Waktu bekerja anjal</i> Employee Assistance Programs <i>Program Bantuan Pekerja</i> Study /Course Reimbursement <i>Bayaran balik yuran belajar/kursus</i> Vacation <i>Percutian</i> Telecommuting/ Home-working <i>Bekerja dari rumah melalui telefon dan emel</i> Other, please specify: <i>Lain-lain, sila nyatakan:</i>	
9	Do you have any personal experience related to disability or know someone with a disability?  Adakah anda mempunyai pengalaman peribadi berkaitan dengan ketidakupayaan atau mengetahui seseorang yang kurang upaya?	I have no personal experience related to anyone with a disability <i>Saya tiada pengalaman peribadi yang berkaitan terhadap sesiapa yang kurang upaya</i> I have an immediate family member or relative with a disability <i>Saya mempunyai ahli keluarga atau saudara terdekat yang kurang upaya</i> I have a friend with a disability <i>Saya mempunyai rakan yang kurang upaya</i> I know a neighbor or community member with a disability <i>Saya mengenali jiran atau ahli komuniti yang kurang upaya</i> I have a disability <i>Saya mempunyai kecacatan</i>	
10	Number of employees in your department: <i>Bilangan pekerja di jabatan anda:</i>		
11	Number of staff with disability: <i>Bilangan staf yang kurang upaya:</i>		

Please circle your answer based on the scale below.  
 Sila bulatkan jawapan anda berdasarkan skala di bawah

[1] - strongly disagree    [2] - disagree    [3] - agree    [4] - strongly agree  
 [1]- sangat tidak setuju    [2]- tidak setuju    [3]- setuju    [4]- sangat setuju

**SECTION B – PHYSICAL FACILITIES**  
**BAHAGIAN B – FASILITI FIZIKAL**

1	The route to the entrance of this department is easily accessible <i>Laluan ke pintu masuk ke jabatan ini mudah diakses</i>	[1]	[2]	[3]	[4]
2	Parking for drivers in wheelchairs is conveniently located near the department entrance <i>Tempat letak kereta untuk pemandu berkerusi roda terletak berhampiran dengan pintu masuk jabatan</i>	[1]	[2]	[3]	[4]
3	The general signage at each location is informative and easy to comprehend <i>Papan tanda umum di setiap lokasi adalah bermaklumat dan mudah difahami</i>	[1]	[2]	[3]	[4]
4	The ramps and sloping grounds can be comfortably used for access to different levels without barriers <i>Landasan dan tandasan yang bercerun boleh digunakan dengan selesa untuk akses ke tahap yang berbeza tanpa halangan</i>	[1]	[2]	[3]	[4]
5	The toilet facilities are easy to access with sufficient space <i>Kemudahan tandas yang mudah diakses dengan ruang yang mencukupi</i>	[1]	[2]	[3]	[4]

Please circle your answer based on the scale below.

Sila bulatkan jawapan anda berdasarkan skala di bawah

[1]- strongly disagree [2]- disagree [3]- agree [4] - strongly agree  
 [1]- sangat tidak setuju [2]- tidak setuju [3]- setuju [4]- sangat setuju

**SECTION C – SOCIAL ENVIRONMENT**  
**BAHAGIAN C – PERSEKITARAN SOSIAL**

1	I feel uncomfortable around people with disabilities, do not know how to behave Saya berasa kurang selesa berada di kalangan orang kurang upaya, tidak tahu hendak berkelakuan bagaimana	[1]	[2]	[3]	[4]
2	I feel that employees with disabilities as "problem employees" Saya rasa pekerja kurang upaya adalah pekerja yang bermasalah	[1]	[2]	[3]	[4]
3	I feel that employees with disabilities are dedicated to their jobs same as another employee Saya rasa pekerja kurang upaya berdedikasi terhadap kerja mereka sama seperti pekerja lain	[1]	[2]	[3]	[4]
4	I believe that employees with disabilities are reliable Saya rasa pekerja kurang upaya boleh diharap	[1]	[2]	[3]	[4]
5	I feel employees with disabilities cannot do their task within the time frame Saya rasa pekerja kurang upaya tidak boleh menyiapkan tugas dalam masa yang ditetapkan	[1]	[2]	[3]	[4]
6	I feel working with employees with disabilities will not affect my performance Saya rasa bekerja dengan pekerja kurang upaya tidak akan menjejaskan prestasi saya	[1]	[2]	[3]	[4]
7	I do not mind having disabilities person as my superior Saya tidak keberatan mempunyai orang kurang upaya sebagai pegawai atasan	[1]	[2]	[3]	[4]

Please circle your answer based on the scale below.

Sila bulatkan jawapan anda berdasarkan skala di bawah

[1]- strongly disagree    [2]- disagree    [3]- agree    [4] - strongly agree  
 [1]- sangat tidak setuju    [2]- tidak setuju    [3]- setuju    [4]- sangat setuju

#### SECTION D - ORGANISATIONAL POLICIES

#### BAHAGIAN D – POLISI ORGANISASI

1.	All individuals should have an equal chance for employment <i>Semua individu sepatutnya mempunyai peluang yang sama untuk pekerjaan</i>	[1]	[2]	[3]	[4]
2.	More or better training on disability issues for supervisors and managers <i>Perbanyakkan latihan berkaitan kurang upaya untuk pengurus dan penyelia</i>	[1]	[2]	[3]	[4]
3.	Employee with disabilities is given the same opportunity as normal employee to get a promotion <i>Pekerja kurang upaya diberi peluang yang sama seperti pekerja lain dalam kenaikan pangkat</i>	[1]	[2]	[3]	[4]
4.	The employees should be trained in any topic related disabilities <i>Para pekerja perlu dilatih dalam sebarang topik berkaitan kurang upaya</i>	[1]	[2]	[3]	[4]
5.	My organization committed to retain existing employees with disabilities. <i>Organisasi saya komited untuk mengekalkan kakitangan sedia ada yang kurang upaya</i>	[1]	[2]	[3]	[4]



SECTION E – EMPLOYMENT BARRIER BAHAGIAN E – HALANGAN PEKERJAAN				
<p>In your opinion, do any of the following pose a barrier to employment or advancement for persons with disabilities in your organization? Please respond to the best of your knowledge even if no disabled persons are employed. (Please circle your response.)</p> <p><i>Pada pendapat anda, adakah salah satu daripada yang berikut menimbulkan halangan kepada pekerjaan atau kemajuan untuk orang kurang upaya dalam organisasi anda? Sila jawab dengan pengetahuan anda yang terbaik walaupun tiada orang kurang upaya yang bekerja di organisasi anda. (Sila bulatkan pendapat anda.)</i></p> <p>Major barrier &lt; 1 2 3 4 &gt; Minor barrier Halangan kecil &lt; 1 2 3 4 &gt; Halangan utama</p>				
1	Cost or accommodation for disabled employees <i>Kos kemudahan untuk pekerja kurang upaya</i>	[1]	[2]	[3] [4]
2	Cost of training for disabled employees <i>Kos latihan untuk pekerja kurang upaya</i>	[1]	[2]	[3] [4]
3	Cost of supervision of disabled employees <i>Kos untuk penyeliaan pekerja kurang upaya</i>	[1]	[2]	[3] [4]
4	Attitude towards and stereotyping of disabled employees <i>Sikap dan stereotaip terhadap pekerja kurang upaya</i>	[1]	[2]	[3] [4]
5	Lack of knowledge about facility issues <i>Kurang pengetahuan mengenai isu kemudahan</i>	[1]	[2]	[3] [4]
6	Lack of required skills and training for disabled employees <i>Kekurangan kemahiran dan latihan yang diperlukan untuk pekerja kurang upaya</i>	[1]	[2]	[3] [4]
7	Lack of related experience in managing disability issues <i>Kekurangan pengalaman berkaitan dalam menguruskan isu kurang upaya</i>	[1]	[2]	[3] [4]

Thank you very much for your co-operation and assistance.

*Terima kasih banyak untuk kerjasama dan bantuan anda.*